

University at Albany  
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Center for Legislative Development

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**Lebanon Relief and Redevelopment Project**  
**Government Institutions Strengthening Component**  
**Local Government and Parliament Project**

**Final Report**

**to**

**U.S. Agency for International Development**



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Albany, New York  
January 31, 2005

## Table of Contents

<b>1. Executive Summary.....</b>	<b>1</b>
<b>2. Assistance at the Local Government Level</b>	<b>2</b>
2.1 Overview.....	3
2.2 Major Program Impact.....	3
2.2.a Institutionalization of Standards and Procedures.....	3
2.2.b Increased Compliance .....	4
2.2.c Enhanced Revenues.....	5
2.2.d Human Resource Capacities.....	6
2.2.e Communication and Relations with Citizens.....	6
2.2.e.i Citizen Reception Offices.....	7
2.2.e.ii Internet Access and Websites.....	7
2.2.e.iii Citizen Surveys.....	8
2.2.F E-Government.....	9
2.3 Events.....	11
2.4 Assistance by Region.....	12
2.5 Publications.....	12
<b>3. Assistance at the Legislative Level</b>	<b>14</b>
3.1 Information and Communication.....	14
3.2 Legislative Review Capabilities.....	15
3.3 Budget Review Capabilities.....	15
3.5 Administrative and Human Resource Capacities.....	15
3.5 Conferences and Workshops.....	15
<b>4. Assistance at the Executive Level</b>	<b>16</b>
4.1 Oversight Capacities.....	16
4.1.a Court of Audit.....	17
4.1.b.Central Inspection Board.....	17
4.2 Administrative and Human Resource Capacities.....	17
4.2.a Civil Service Board.....	17
<b>5.0 Conclusion .....</b>	<b>19</b>
<b>6.0 List of Acronyms.....</b>	<b>20</b>

## Appendices

<b>1 Summary of Assistance Provided to Regional and Local Government.....</b>	<b>i</b>
1.a Equipment/Technical Assistance - Beqaa.....	ii
1.b Equipment Technical Assistance - Mount Lebanon.....	iii
1.c Equipment/Technical Assistance - North Lebanon.....	iv
1.d Equipment/Technical Assistance - South and Nabatieh.....	v
<b>2 Taxpayer List Announcements Published.....</b>	<b>vi</b>
<b>3 Summary of Workshop and Training Participants.....</b>	<b>vii</b>
<b>4 Training Participants Delineated by Gender .....</b>	<b>viii</b>
<b>5 Municipal Progress Levels Beqaa (Municipal Revenue System).....</b>	<b>ix</b>
<b>6 Municipal Progress Levels Beqaa (Municipal Budget System).....</b>	<b>x</b>
<b>7 Municipal Progress Levels Mount Lebanon (Municipal Revenue System).....</b>	<b>xi</b>
<b>8 Municipal Progress Levels Mount Lebanon (Municipal Budget System).....</b>	<b>xii</b>
<b>9 Municipal Progress Levels North Lebanon (Municipal Revenue System).....</b>	<b>xiii</b>
<b>10 Municipal Progress Levels North Lebanon (Municipal Budget System).....</b>	<b>xiv</b>
<b>11 Municipal Progress Levels South Lebanon/Nabatieh (Municipal Revenue System).....</b>	<b>xv</b>
<b>12 Municipal Progress Levels South Lebanon/Nabatieh (Municipal Budget System).....</b>	<b>xvi</b>
Indicator A1.....	xvii
Indicator A2.....	xviii
Indicator A3.....	xix
Indicator A4.....	xx

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## 1. EXECUTIVE SUMMARY

The U.S. Agency for International Development (USAID) and the State University of New York/Center for Legislative Development (SUNY/CLD) have provided assistance to 875 local government institutions including municipalities, administrative districts, and governorates in Lebanon during the past three years under the **Lebanon Relief and Redevelopment Project**. Program activities were focused on strengthening administrative, financial, and human resource capacities of the targeted institutions, curbing the spread of corruption, and enhancing citizen participation in decision-making processes. Overall project goals have been to support the development of core democratic values including accountability, transparency, and effectiveness.

In addition to the USAID assistance provided to local government institutions, the Center provided ongoing support to the key central oversight agencies, the Civil Service Board, the Central Inspection Board, and the Court of Audit, with the objective of streamlining existing regulations and facilitating the creation of new regulations deemed necessary to strengthen the role of municipalities. At the same time, complementary technical assistance was provided to the Lebanese Parliament to enhance its administrative and legislative capacities in support of its role as a democratic institution.

Active in Lebanon since 1994, the Center previously implemented technical assistance programs funded by USAID for the Government of Lebanon focused on the utilization of information technology and the development of human resources to introduce reform and enhance the efficiency, transparency, and accountability of targeted institutions, including the Lebanese Parliament and the key oversight agencies.

Recognizing the crucial role of local government in long-term economic growth, and following the municipal elections held in 1998 for the first time in Lebanon in 35 years, USAID funded in 2001 this program of municipal reform, a program now credited with successfully rebuilding essential local government foundations, providing modern management systems, e-government procedures and the training necessary to enhance the quality of governance. Initial activities for local government institutions involved the redesign and restructuring of municipal work, including the simplification, standardization and automation of procedures and processes in order to strengthen both human resource and financial management capabilities.

A cornerstone of the assistance program was the introduction of information and communication technology resources in order to modernize municipal work and ensure sustainability of the reform efforts beyond the life of the program. Specific activities for municipalities included workshops for elected officials, training for staff, development of customized computer applications and user guides, creation of interactive websites, organization of Citizen Reception Offices, and development of municipal citizen guides. The development and implementation of the standardized and automated procedures and processes has led to greater efficiency, transparency, and accountability in the work of local government, positively enforcing the role of elected officials in the country.

Program activities were implemented under a June 2001 cooperative agreement between USAID and SUNY/CLD and subsequent Memoranda of Understanding and extensions signed by USAID, SUNY/CLD and each of the following: Speaker of the Parliament Nabih Berri to provide assistance to the Lebanese Parliament; the Ministry of Interior and Municipalities (MOIM) to provide assistance to local government institutions; and the Office of the Minister for State Administrative Reform (OMSAR) to provide assistance to the Court of Audit, the Civil Service Board, and the Central Inspection Board.

## 2. Assistance to Local Government

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### 2.1 Overview

Municipal elections held in 1998 in Lebanon for the first time in 35 years gave impetus to the much needed restructuring of local government. To date, assistance has been provided to 849 municipalities, including 166 that elected councils for the first time in May and June of 2004, and 26 regional government institutions (**Appendix 1**).

Prior to USAID and SUNY/CLD assistance efforts there were numerous internal obstacles facing municipalities in fulfilling their mandates. Processes and procedures were not standardized, for example, ten different budget forms were used by various groups of municipalities. Non-compliance with existing procedures was high, in part due to a severe shortage of qualified, skilled employees at both the central and local government levels.

One of the most serious impediments to municipal effectiveness was the failure on the part of most municipalities to properly assess and collect taxes as allowed by law. It was difficult if not impossible for municipalities to properly manage the process, and information could be easily manipulated or altered, creating an environment that allowed corruption and encouraged tax evasion.

In response to these and other issues, administrative and financial procedures and processes were completely restructured and redesigned, and these newly standardized procedures were adopted by the Government of Lebanon for use by all municipalities. At the same time, staff members were given the specialized training and the technical assistance to enable proper implementation of these procedures, and information technology equipment and applications were provided allowing administrative and financial work to be automated. Additional program activities include creation of interactive websites, organization of Citizen Reception Offices, and development of municipal citizen guides and system user guides.

### Municipal Elections 2004

In May and June of 2004 elections were held in 899 of the 925 municipalities in Lebanon at the time. Of the total holding elections, 180 were municipalities that were created during the 1998-2004 municipal term yet did not previously have elected officials. Results of the elections are evidence of the furthering of the democratic process in Lebanon. Although there was relatively low voter turnout in Beirut (23%) and Tripoli (30%), a continuation of historical trends, voter participation outside the two major cities ranged from 45-70%, higher than in the 1998 municipal elections.

Despite the initial attempts to promote 'unified' lists and the traditional hold that prominent families have on power in local government in the country, voters were not convinced. There were more than 29,000 candidates, and only 2.5% of the 10,641 total municipal seats were won by unopposed candidates. Two-hundred eleven female candidates representing 2% of total seats were elected, a modest increase compared to 139 women or 1.6% of total council members elected in 1998.

### Assistance to New Municipalities

Following the elections in 2004 and based on an extension of the initial MOU, support was provided for many of the new municipalities to facilitate an efficient transition to government. This assistance proved to be particularly crucial given that many of the council members elected in these municipalities were new to public service and were representing institutions not yet fully established.

Orientations were organized for recently elected officials in the new municipalities in order to outline the main laws governing municipal work, the respective responsibilities of presidents and council members, the benefits of collaboration and sharing of information with other government institutions, and the importance of citizen participation in

## 2. Assistance to Local Government

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local government. Following the orientations municipal staff members participated in administrative, financial management, and computer applications' training. Support was also provided to enable implementation of a modern human resource management system.

Overall, 166 municipalities that elected councils for the first time in May and June of 2004 were provided information technology equipment, systems, and training to enable implementation of standardized and automated procedures for revenue collection, budget preparation and execution, and for the management of human resources.

### 2.2 Major Program Impact

Assistance has been provided to 849 municipalities and 26 regional government institutions in Lebanon to improve the overall quality of governance and strengthen the role of local government in supporting democracy. Redesigned processes, implementation of standardized procedures, and the use of information technology are key elements of comprehensive strategies utilized to enhance effectiveness, efficiency, and transparency in local government.

Streamlined and automated processes have reduced the opportunities for corruption, tax evasion has been reduced, and revenues have increased significantly, all components of a successful effort that has encouraged the Government of Lebanon to further the process of decentralization of local government. Citizens are more aware of their obligations, and are more willing to pay as the process is efficient and fairer than in the past. At the same time, increased revenues have enabled municipalities to provide much-needed infrastructure and services to local communities.

#### 2.2.a. Institutionalization of Standards and Procedures

Following the successful implementation of a pilot project that resulted in the comprehen-

sive redesign and reengineering of municipal administrative and financial practices, the Ministry of Interior and Municipalities (MOIM) issued two orders mandating the use by all municipalities of the processes and procedures as developed by the Center. A total of 1,852 municipal staff members were given the training and technical support to ensure proper implementation of these procedures, and information technology equipment and applications were provided in order to automate the administrative and financial work of the municipalities.

Automation of the work processes has enhanced decision-making capacities, and has provided the internal system controls necessary to identify the appropriate user access level, virtually eliminating the possibility of data manipulation and corruption. Municipalities are now fully utilizing the processes, procedures, and automated systems, enhancing the effectiveness and transparency of local government.

#### 2.2.b. Increased Compliance

By law, municipalities in Lebanon must announce in the *Official Lebanese Gazette* that taxpayer lists have been completed before collection of certain taxes. Prior to implementation of the municipal assistance program throughout Lebanon, only a few municipalities followed the correct procedures and published official announcements that taxpayer lists were completed. Most municipalities that were publishing lists used information from inspectors' handwritten notebooks to collect taxpayer data and to ultimately collect taxes.

Taxpayer lists, as specified by law, are to be derived from information that is formulated into a document that cannot be altered. Municipalities did not generate such a document; instead, taxes were collected based solely on inspectors' notes, often incomplete or otherwise incorrect, and municipal employees were able to alter the lists at will.



## 2. Assistance to Local Government

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Utilizing the systems and procedures developed by the Center, municipal employees are now unable to modify data without the appropriate authorization, and municipalities cannot collect funds unless accurate and unalterable lists are generated.

A strong indicator of increased compliance in the collection of municipal taxes is the number of municipalities publishing official announcements, as required by law, that rental value taxpayer lists are available. In 2000, prior to program activities, **82** municipalities (less than 10% of the total) published rental value tax announcements for current and previous years. The number has increased significantly each year since assistance was initiated from **135** in 2001 to **238** in 2002 to **422** in 2003 and to **490** in 2004 (**Appendix 2**). Similar upward trends are noted in terms of municipal capacity to publish current year rental value announcements with **102** in 2001, **177** in 2002, **341** in 2003, and **421** in 2004, indicating that progress in terms of compliance is being sustained.

Municipalities are now able to collect taxes in an efficient, consistent, and legal manner, increasing municipal effectiveness and institutional transparency, with minimized opportunities for tax evasion or corruption. Municipal Citizen Guides were developed and municipal websites created in order to increase public awareness of its obligations with respect to municipal taxes and fees.

### 2.2.c. Enhanced Revenues

Municipalities suffered financially in recent years due, for the most part, to the failure to collect taxes and fees owed by citizens. A lack of taxpayer information, inadequate understanding of the different types of taxes allowed by law, and an inability to enforce municipal tax and fee laws due to inadequate human resources are all components of a problem that lessened municipal effectiveness in delivering services and in sustaining development in local communities.

### Rental Value Taxes

Initial efforts in terms of revenue enhancement were focused on residential and non-residential rental value taxes, an important tax category for municipalities. Calculation of the tax depends upon several factors including the date and type of occupancy, rental value, type of institution, and exemptions if any. If there are changes in one or more of these factors, municipal employees must go through all the corresponding records to update the taxpayer lists.

This process requires a tremendous amount of effort and resources to be completed. Automation of the assessment and collection process through the introduction of the Municipal Revenue System (MRS) has enabled municipalities to enhance revenues through expansion of the tax base, through internal efficiencies leading to higher collection percentages, and through identification of income in sectors previously neglected. Results in terms of rental value taxes include the following:

**Rental value tax assessed** in Beirut increased from \$26.0 million in 2001 to \$31.1 million in 2002 to \$38.6 million in 2003 to \$40.6 million in 2004.

**In Tripoli, rental value taxes collected** increased from \$1.7 million in 2002 to \$2.3 million in 2003 to \$2.6 million in 2004

**Rental value taxes collected in El Mina in North Lebanon** increased from \$362,000 in 2002 to \$590,000 in 2003 to \$763,000 in 2004

**Rental value taxes assessed in Zahle** increased from \$2.8 million in 2002 to \$2.9 million in 2003 to \$3.6 million in 2004.

**Rental value taxes collected** in Jounieh increased from \$570,000 in 2000 to \$1.2 million in 2001 to \$1.3 million in 2002 to \$2.0 million in 2003.

## 2. Assistance to Local Government

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### Neglected Revenue Sectors

An increasingly important activity designed to further enhance municipal revenues is the systematic identification of information related to previously neglected revenue sectors such as outdoor advertising, cinema, or gas station license fees. It is estimated for example that approximately 90% of signs and outdoor advertisements were not licensed in the past. Of those with licenses, many were in violation of building codes or other legal restrictions.

Surveys of signs and billboards have been conducted in several major municipalities and the information entered into the Municipal Revenue System (MRS). Complete taxpayer information with respect to advertising license fees is now available in these municipalities and comparative reports can be generated and used in budgeting and planning.

In the Beirut Municipality surveys of several revenue sectors including billboards and advertising have resulted in the identification of more than \$4 million in current and previous years' income and includes the following:

- **Billboards and signs** representing a minimum of \$3.3 million in fees
- **Cinema licenses** with applicable fees of \$1.0 million for 2000-2004
- **Gas station licenses** for the years 1997 to 2004 with applicable income of \$166,000

The process of identifying neglected income sectors is ongoing in other municipalities as well with previous years' data for different sectors recaptured and entered into the MRS system, resulting in increased compliance in the collection of taxes and expanded municipal revenues.

### 2.2.d. Human Resource Capacities

Enhancing the professional capacities of municipal officials and staff in order to achieve results and sustain reform efforts has been one of the most important components of the technical assistance provided to local government institutions in Lebanon.

Prior to program implementation in each region, specialized workshops were conducted for senior staff and officials of municipalities, administrative district units, and governorates in order to engage participants as full partners in the assistance program and to identify any necessary program changes specific to a particular region.

Specialized computer, administrative, and financial training courses were then conducted for municipal staff, enabling information technology tools to be fully utilized and systems and procedures to be properly implemented. Results (detailed in **Appendix 3**) include the following:

- More than **1,000** officials and senior staff members participated in **30** workshops organized to facilitate the implementation of the newly standardized administrative and financial procedures.
- Information and communication technology training were provided for **1,588** municipal employees from **585** municipalities.
- Administrative and financial courses including specialized systems' training were provided for **1,466** municipal employees from **699** municipalities.
- Overall, females comprise **26%** of the **1,852** total municipal employees trained. (**Appendix 4**).

## 2. Assistance to Local Government

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### 2.2 e. Communication and Relations with Citizens

A variety of strategies, including development of websites, organization of internet access, creation of Citizen Reception Offices, and publishing of citizen guides, were utilized to increase transparency and accountability, enhancing at the same time municipal relations with citizens.

#### 2.2.e.i. Citizen Reception Offices

The Citizen Reception Offices (CRO) are a key component of the overall strategy designed to improve citizen access to proper information, increase efficiency in completing transactions, and facilitate communication between local government and the public.

During 2004 official opening ceremonies for CROs were held in Tripoli, Zahle, Beit Meri - Ain Saadeh, and Zouq Mosbeh. The Tripoli opening held February 24, 2004 was attended by USAID officials, central government representatives, and municipal council members from throughout the North region. Launching of the website, [www.tripoli.gov.lb](http://www.tripoli.gov.lb), created for Tripoli as part of the assistance program was also announced during the ceremony.

Zahle Municipality celebrated the opening of its CRO on Monday, April 19, 2004. USAID Mission Director Raouf Youssef speaking to an audience of officials and community leaders, highlighted the positive impact of the assistance program on recent development initiatives in the Beqaa region.

The opening of the Citizen Reception Office in Beit Meri-Ain Saadeh was held in conjunction with the official opening of the Beit Meri-Ain Saadeh Municipal Hall, a new facility, on September 4, 2004. An overview of the assistance program was provided, followed by a summary of specific activities. The recent publishing of the *Beit Meri - Ain Saadeh*

*Municipal Citizen Guide* was also announced during the ceremony.

In the official opening for the CRO of the Municipality of Zouq Mosbeh held on December 3, 2004, municipal officials recognized the importance of the support provided by the Center's staff members and outlined the training, equipment, and applications received as part of the assistance program. The publishing of the *Zouq Mosbeh Citizen Transaction Guide* was also announced and future plans for implementation of the GIS in the municipality were discussed.

#### Citizen Reception Offices as of December 2004

*Abbasieh*  
*Al Koura ADU*  
*Al Mina*  
*Amioun*  
*Batroun*  
*Batroun ADU*  
*Bcharri*  
*Bcharri ADU*  
*Beit Meri-Ain Saadeh*  
*Beirut*  
*Beqaa Governorate*  
*Chekka*  
*Choueifat*  
*Halba*  
*Halba ADU*  
*Ghazieh*  
*Jezzine*  
*Jezzine ADU*  
*Jounieh*  
*Mraijeh*  
*Nabatieh Al Tahta*  
*North Lebanon Governorate*  
*Sidon*  
*South Lebanon Governorate*  
*Tripoli*  
*Tyre*  
*Tyre ADU*  
*Zahle*  
*Zgharta*  
*Zgharta ADU*  
*Zouq Mosbeh*



## 2. Assistance to Local Government

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### 2.2.e.ii. Internet access and Websites

Government relations with citizens as well as intergovernmental communication have been significantly enhanced through the organization of internet access and the development of websites for various institutions.

Internet access, provided for **550** municipalities, has facilitated the work of local government in particular through access to the Ministry of Interior and Municipalities (MOIM) website, [www.moim.gov.lb](http://www.moim.gov.lb), created as part of the assistance program. Municipal staff can access the laws and decrees governing municipal work as well as general information regarding for example transaction forms.

Legal inquiries can be sent electronically by staff or council members directly to the Ministry. Official responses, based on research conducted using an automated legal database, help to clarify for all municipalities the processes and procedures to be followed, supporting further standardization in municipal work. Citizens can also send direct inquiries or comments to the Ministry by visiting the *Questions & Answers* section on the site, communication that provides important feedback to the government with respect to citizen concerns.

One of the most important features of the MOIM website is the 'Village Profiles' section that offers even small municipalities the opportunity to communicate via the internet historical, archaeological, and tourist information as well as contact numbers and email addresses. Municipalities complete a standard information form that is then submitted to the Ministry. Importantly, these profiles can be submitted and updated online for municipalities with internet access, facilitating sustainability of the initiative.

Websites were also created for the Beirut, Choueifat, Jounieh, and Tripoli municipalities, increasing public awareness of municipal work and enhancing communication between

the public and local government officials and employees. Online visitors to these websites can access general information regarding municipal services, lists of municipal council members, the annual municipal budget, publications, and other information.

Customized systems developed for municipalities include the Document Tracking System (DTS) that allows online tracking of applications using a designated user name and password and enables e-mail from citizens sent directly from the website to be electronically recorded for follow-up and evaluation purposes.

At the same time that improved practices have led to greater internal efficiencies, strengthened administrative and communication capabilities have positively impacted citizen perceptions of local government as evidenced by survey results compiled in the charts below.

### 2.2.e.iii. Citizen Surveys

In order to assess the impact of assistance on citizen perceptions of municipal work, surveys were conducted in 2001 and 2003 in Beirut, Choueifat, and Jounieh, municipalities in which assistance has been provided for at least a year. Results are based on surveys of 1,248 anonymous and randomly selected citizens who visited a Citizen Reception Office and interacted with municipal employees. Responses of excellent or good for each category are included in the total calculation of positive approval ratings. (**Chart A, page 8**)

Surveys were also conducted in the South Lebanon Governorate and North Lebanon Governorate Citizen Reception Offices in order to assess the impact of assistance on citizen perceptions. Percentages are based on positive responses (yes) in a survey of 250 randomly selected citizens who visited the governorate office and interacted with employees. (**Chart B, page 8**)

## 2. Assistance to Local Government

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**Chart A- Survey Results Municipalities**

Service Component Measured	Before 1998	After 1998
Efficiency of municipal procedures	12%	53%
Responsiveness to citizens	9%	56%
Improvement in municipal services	10%	44%
<b>Overall Positive Citizen Approval Rating</b>	<b>11%</b>	<b>51%</b>

**Chart B - Survey Results Governorates**

Service Component Measured	North 2002	North 2004	South 2002	South 2003
Are you aware of the documents required?	55%	78%	77%	86%
Are you aware of the transaction deadline?	41%	65%	67%	71%
Are you aware of the applicable fees?	52%	84%	64%	81%
Has the speed in processing transactions improved?	n/a	70%	n/a	81%
Has the quality of employee assistance improved?	n/a	84%	n/a	95%
Is there an overall improvement in municipal work?	n/a	98%	n/a	98%

n/a: not applicable

### 2.2.f. E-Government

E-government, the use of information technology to support government operations, to deliver services and information to citizens, and to enhance citizen participation in the policy decision-making process, is increasingly being used by governments of all sizes to improve the quality of governance. Municipal effectiveness in Lebanon in delivering services and sustaining local development has been constrained by many factors including a lack of proper taxpayer information, an inability to enforce tax and fee laws due in part to inadequate human resources, and a failure to coordinate and share information amongst various government institutions.

Introduction of an e-government model in Choueifat and Jounieh municipalities has improved internal communication, enhanced the quality of services provided to citizens, and enabled financial revenues to be expanded. Plans have been made to implement the e-government model to an additional twenty large municipalities in Lebanon. The initiative involves implementation of the Municipal Geographic Information System as well as development of interactive websites for the targeted municipalities. Citizens will be able to submit municipal transaction forms, track the status of applications, access taxes owed, and pay fees online.

## 2. Assistance to Local Government

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### Geographic Information System

An important component of the e-government initiative is the enhancement of taxation, inspection, reporting and planning capabilities through the use of a specialized Geographic Information System (GIS) designed to track all cadastral, financial, and administrative data related to municipal taxpayers. The GIS dramatically increases the accuracy of information utilized in municipal operations and planning through computerized 'mapping' of more than seventy layers of physical, financial, and personal data.

Electronically linked to administrative and financial databases, the system provides a wealth of information that will be used in the planning, inspection, audit, assessment, and collection processes. New versions are periodically released, the most recent in June of 2004, and upgrades are made to the software used to build the GIS, enriching its features, and enhancing its performance and keeping it on the cutting edge of new technologies.

Use of the system will enable decision-makers to promote transparency and accountability in the appraisal and collection of taxes and fees, ensuring that, for example, outdoor advertising licenses and construction permits are issued appropriately.

#### GIS Launched in Jounieh Municipality

Jounieh Municipality is one of the first local governments in the region to benefit from the use of advanced technology in its administrative, financial, and engineering work with the official launching of the Geographic Information System (GIS) on Monday, February 16, 2004.

USAID Mission Director Raouf Youssef, speaking to an audience of 300 officials and guests, stressed the significance of municipal use of modern work practices and the latest technologies such as the GIS in improving good governance.

In Jounieh, inspectors are already utilizing the system to evaluate pending municipal transactions for citizens as well as overdue transactions. These records are now mapped to a specific location facilitating efficient follow-up and completion. The system is also used to identify the exact physical location of billboards, evaluate existing billboards for legal conformity and proper licensing, review the status of pending applications, and to issue penalties or corrections as necessary.

### 2.3 Events

#### E-Government Workshops

In December 2002 the Center organized two E-government workshops for municipal officials and staff, one in Tripoli and another in the South Lebanon Governorate office. Participants discussed practical ways to improve the administrative, financial, and technical capacities of municipalities including utilization of procedures and systems as developed by the Center. It was emphasized during the workshops that municipalities need to move beyond automation and standardization of processes and procedures to the provision of electronic citizen services and inter-governmental communication in order to further progress towards e-government.

#### Bahrain Municipal Delegation

A delegation of municipal officials from Bahrain visited Beirut in May 2003 in order to meet with the representatives of the Center to discuss the assistance program for local government. General discussions focused on the importance of providing information to the public, developing human resources, and delegating authority through the use of automated systems. The benefits of utilizing an application such as the Municipal Revenue System (MRS) in the management of municipal revenues, and the need to standardize budget procedures and provide citizen reference guides were discussed.

## 2. Assistance to Local Government

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### **Solutions for the Waste Management Problem: Beqaa**

Fifty-five municipalities in the Beqaa region participated in 'Solutions for the Waste Management Problem', a meeting organized by the Beqaa Governorate, the YMCA, and the Center in October of 2003 in Chtoura. Participants were briefed on YMCA's experience in the field and its plans for the construction of several waste management facilities in the future. In addition, the importance of the assistance in helping local government build financial, administrative, and technical capacities as a critical foundation for the implementation of sound environmental protection projects was stressed.

Participants discussed their concerns regarding waste management and members of the organizing team offered appropriate solutions and strategies that participants could immediately begin to implement, emphasizing the need to address the long-term administrative and financial sustainability of the selected projects.

### **Reception for Institute of Finance Graduates**

In a reception in April 2004 hosted by the Jounieh Municipality, sixty financial controllers trained at the Institute of Finance of the Ministry of Finance were given the opportunity to meet with municipal officials, visit the Citizen Reception Office, and tour the various municipal departments.

A presentation, given by a team from the Center, detailed the different systems utilized in municipal work including the MRS, the GIS, and the MBS. Essential features of the MRS and MBS systems were highlighted and the importance of the GIS in accurately determining tax assessment values was stressed.

### **International Scientific Congress in 2004**

In September 2004 the Center participated in the **Second International Scientific Congress** held in Hazmieh. Delegations of surveyors from Europe and the Middle East participated in the three-day conference entitled 'The Surveying Sciences and Their Role in Economic and Social Development Plans'. Private and public sector participants discussed the current situation with respect to the use of topography in economic and social programs, and developed a set of recommendations for the future. Members of the Center's Geographic Information System (GIS) team gave a demonstration of the pilot GIS system as implemented in Jounieh Municipality, providing a summary of the benefits to local government from utilization of this type of system and the inherent challenges to successful implementation.

### **U.S. Embassy Sponsors *Made in America* Trade Fairs 2003 and 2004**

In September 2003 the U.S. Embassy in Lebanon organized a trade fair, *Made in America 2003*, to promote commercial relations between the U.S. and Lebanon. USAID partners in Lebanon participated in the three-day event, joined by over 100 commercial firms. Recognized leaders in technology, logistics, banking, and consumer products, the companies demonstrated their strong enthusiasm for Lebanon and the region by participating in the fair. The U.S. firms, most with an established presence in Lebanon, showcased a vast range of goods and services as evidence of the dynamic nature of the private sector in the country.

Following the success of the initial fair, the second annual *Made in America* fair was held in September 2004. U.S. firms showed increased interest in business opportunities in the country with approximately 150 firms as well as USAID development partners participating in the three-day event.



## 2. Assistance to Local Government

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### 2.4 Assistance by Region

#### Beirut

Initial Assistance: 1998

Assistance efforts in Beirut Municipality were focused on furthering the modernization of financial and administrative procedures, encouraging greater accountability, and enhancing municipal effectiveness through revenue expansion. Recent initiatives include the automation of the receipt and payment voucher processes with computerized preprinted documents replacing manual forms.

Municipal staff members were trained in the use of the computer generated documents that are now utilized for a variety of budgeting and accounting transactions. Dedicated leased lines for data transfer between the various offices of the municipality were organized, ensuring that timely, consistent information is available, enhancing both internal communication and efficiency.

Further enhancement of revenue is a major area of emphasis with ongoing studies conducted to identify income in neglected revenue sectors. Recently a survey of signs and billboards was finalized in Beirut. More than 50,000 previously unlicensed signs representing a minimum of LL 5 billion (\$3.3 million) in fees were identified and are being processed for collection. Surveys of other neglected revenue sectors including petrol station licenses and cinema licenses has enabled the municipality to identify approximately \$1.0 million in additional current and previous years' income.

#### Beqaa

Initial Assistance: 2002

**Municipalities Assisted to date:** 131 (92% of the total)

**Workshops:** attended by 190 officials from 112 municipalities;

**Computer training** courses were completed by 242 employees from 100 municipalities;

**Financial and administrative training** was provided for 242 employees from 108 municipalities;

**Equipment** including hardware/software provided for 122 municipalities, three (3) administrative districts, and the Beqaa governorate;

**Increased Compliance:** Prior to assistance in 2000, thirteen (13) official rental value taxpayer list announcements were published compared to 79 in 2004.

*See **Appendices 5 and 6** for the status of municipalities in the Beqaa in the utilization of the standardized processes and systems.*

#### Mount Lebanon

Initial Assistance: 2003

**Municipalities Assisted to date:** 280 (92% of total)

**Workshops** were attended by 275 municipal officials from 213 municipalities

**Computer training** provided for 526 employees from 193 municipalities

**Financial and administrative training** completed by 579 employees from 240 municipalities

**Equipment** including hardware/software has been provided for 255 municipalities, five (5) administrative district units, and the Mount Lebanon Governorate

**Increased Compliance** Prior to assistance in 2000, sixty-two (62) official rental value taxpayer list announcements were published in comparison to 199 in 2004.

*See **Appendices 7 and 8** for the status of municipalities in Mount Lebanon in the utilization of the standardized processes and systems.*



## 2. Assistance to Local Government

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### North Lebanon

**Initial Assistance:** 2001

**Municipalities assisted to date:** 199 (88% of total)

**Workshops** attended by 287 officials from 162 municipalities

**Computer Training** provided for 524 employees from 141 municipalities

**Financial and Administrative Training** courses completed by 292 employees from 149 municipalities.

**Equipment** including hardware/software provided to 186 municipalities, five (5) administrative district units, and the North Lebanon Governorate.

**Increased Compliance:** Prior to assistance in 2000 two (2) rental value taxpayer list announcements were officially published compared to 126 in 2004.

*See **Appendices 9 and 10** for the status of municipalities in North Lebanon in the utilization of the standardized processes and systems.*

### South Lebanon and Nabatieh

**Initial Assistance** 2002

**Municipalities assisted to date:** 238 (94% of total)

**Workshops** were attended by 283 officials from 209 municipalities

**Computer training courses** were completed by 296 staff from 151 municipalities

**Financial and administrative training** was provided for 353 staff from 202 municipalities

**Equipment** including hardware/software provided to 219 municipalities, five (5), administrative district units, and the South Lebanon and Nabatieh Governorates.

**Increased compliance:** Prior to assistance in 2000 five (5) official taxpayer list announcements were published compared to 86 in 2004.

*See **Appendices 11 and 12** for the status of municipalities in South Lebanon and Nabatieh in the utilization of the standardized processes and systems.*

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## 2.5 Publications

### **Citizen Guides**

***The Municipal Citizen Guide (2002; 2nd ed. 2003)*** was published to increase citizen awareness regarding municipal procedures, application forms, fees, documents required, processing time, and the complaint process. More than 35,000 guides have been distributed to municipalities and are available at the Citizen Reception Offices.

***Transactions Guides*** for several of the large municipalities, ***Jounieh (2000)***, ***Choueifat (2000)***, ***Tripoli (2003)***, ***Saida (2004)***, ***Beit Meri-Ain Saadeh (2004)***, and ***Zouq Mosbeh (2004)***, were published in order to address the particular needs of the different communities. General information regarding municipal work, transaction forms and instructions, as well as the documents, fees and processing time for each type of transaction are included in these publications. The guides were designed to increase citizen awareness of municipal processes and fees, and to enhance citizen relations with municipal administrations.

## 2. Assistance to Local Government

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### Reference and User Guides

***The Municipal Guide (2001; 2nd ed. 2003)*** contains information regarding the municipal processes, applications, documents required, and applicable fees. It also outlines the decisions made by the municipal council and president. More than 3,000 copies have been distributed to municipalities for use by staff and officials.

***The Budget Preparation and Execution Principles-Decree #5595/82 (2002; 2nd ed. 2003)*** is an important reference guide written to enable municipalities to improve the effectiveness and quality of their work. It standardizes (in accordance with the Decree #5595/82) the administrative and financial procedures for municipal budget preparation and implementation. Background information and principles on budgeting are provided, as well as detailed instructions, legal definitions, guidelines for managerial supervision, and samples of financial, administrative, and municipal forms.

***The Budget Preparation and Execution Principles-General Accounting Law (2003)*** is an important reference guide written to enable large municipalities to improve the effectiveness and quality of their work. It standardizes (in accordance with the General Accounting Law) the administrative and financial procedures for municipal budget preparation and implementation.

***The Municipal Budget System (MBS) User Guide: Decree #5595/82 (2002)*** and the ***MBS User Guide: General Accounting Law (2003)*** are detailed compilations of forms and instructions for use with the budgeting systems developed for municipalities. Designed to increase staff awareness of the budget processes and procedures, the guides provide step-by-step approaches to many components of the applications and instructions on using the systems to prepare the budget. More than 3,000 copies have been distributed to municipalities.

***The Municipal Revenue System (MRS) User Guide (2000)*** was published to assist municipal employees in utilizing the Municipal Revenue System. It provides a step-by-step approach to the many components of the system and detailed instructions on completing forms utilized by municipalities.

***The Personnel Management and Payroll Systems' User Guide, December 2004***, was developed to provide staff with a practical reference tool for use with the Personnel Management System (PMS) and the Personnel Payroll System (PPS), modern applications developed by the Center for the management of human resources of the three government sectors: government agencies (ministries and public administration), public institutions, and major municipalities. Detailed instructions are provided for the following: development of organizational charts and job descriptions, maintenance of personal data files, preparation of payroll, and establishment of procedures for departmental and agency exchange of information. Each form is explained with essential points and main functions highlighted.

### 3. Assistance at the Legislative Level

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#### Introduction

Activities for the Lebanese Parliament (LP) were focused on further enhancing legislative and administrative capacities and expanding citizen participation in the public policy debate in support of Parliament's development as a democratic institution. Modern communication technology tools were introduced to the LP and ongoing support, including major upgrades as required, was provided for the human resource management, legislative review, budget review, voting and sound, and archiving systems.

#### 3.1 Information and Communication

In order to address the critical need for parliamentarians and the media to be updated daily on the progress of Parliament in performing its legislative function, the Center organized a Media and Communication System for the LP. Installed in November 2003, timely information regarding political news, committee decisions, agendas, upcoming events, etc. is available to all Members of Parliament (MPs) and media representatives. A department was created and three employees were trained in the use of the system.

Each MP now receives televised news directly in his or her office, and can view committee agendas and schedules on the internal channel as well. Representatives of the media have access to the internal channel in a designated salon, ultimately enabling citizens to be better informed about the work of the LP.

Another important initiative for Parliament was the modernization of the voting process in support of greater transparency. The Center implemented major upgrades to the Electronic Voting and Sound System during the last three months of 2004. The system automates the vote and vote-recording processes, incorporating a mechanism to publicize representative voting, ultimately increasing public awareness of the legislative process.

#### 3.2 Legislative Review Capabilities

One of the most important factors with respect to legislative capabilities is for MPs to be able to review amendments to proposed laws (draft laws submitted by the Cabinet of Ministers to the Parliament for approval) being debated in the appropriate committees. Utilizing the Bill Tracking System developed by the Center, MPs are able to fully review proposed legislation in advance of debates. The system also enables the various committee versions (there are seventeen different committees in Parliament) to be harmonized prior to debate in a plenary session.

Major upgrades and enhancements were made during the past two years to the Bill Tracking System and 'versioning' or detailed tracking of the source and content of changes is now possible. A web application, the upgraded system is accessed by a user through a browser eliminating the need for multiple program installations. A special feature allows the Speaker of the Parliament to follow the progress of bills through the committee review process. Planning capacities have been enhanced through use of a component that enables full and committee sessions to be efficiently scheduled.

Access to information is crucial for Parliamentarians in executing their legislative responsibilities. Ongoing technical support was provided in the use of the Document Archiving System developed by the Center. A centralized database of Parliament's archives, it contains newspaper articles, speeches, letter, minutes from conferences, etc. that can be readily accessed. A search facility enables documents, including bibliographic references, to be located according to a main topic or a subtopic. The system has been utilized to classify and store more than 10,000 documents to date, and a users' guide was developed to ensure that those who access the system can fully benefit from its features.

### 3. Assistance at the Legislative Level

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#### 3.3 Budget Review Capabilities

Debating, amending and approving the government budget proposed by the Ministry of Finance (MOF) are critical functions of Parliament in shaping public policy. Parliamentarians participating in this process have always struggled to obtain the necessary financial information from the executive branch of the government in order to fulfill their oversight responsibilities and to debate, amend and approve a budget that meets constituent needs and demands. MPs lacked the tools to gather and properly utilize information in exercising these functions.

Parliament is now able to properly execute its oversight responsibilities in approving the budget using processes and systems developed by the Center as part of the assistance program. The budget proposed by the MOF is transferred electronically to the Budget and Finance Committee of Parliament. Utilizing the most recent version of the National Budget Analysis System developed by the Center and installed in December 2003, committee members are able to review actual expenditures and to produce statistical and comparative reports using the proposed amounts and historical data.

These reports generated are distributed to members of the Budget and Finance Committee prior to meetings between the committee and MOF or agency officials, ensuring that appropriate information is available to all committee members, facilitating a fair and timely review process. In addition, the National Budget Analysis System is compatible with the Government Budget System installed in the MOF, enabling information to be electronically shared, further enhancing the efficiency of the review process.

#### 3.4 Administrative and Human Resource Capacities

Ongoing support and upgrades were made to meet parliamentary requests regarding the

Personnel and Payroll Management System developed by the Center. Utilizing the system, employees are able to maintain information related to the management of personnel including detailed personal data as well as work-related information such as job history and education, payroll data including vacation and sick leave, job titles and descriptions, and departmental job openings. The payroll component of the system is utilized by the General Directorate of Administration and Finance in preparing the payroll.

Follow-up and maintenance have also been provided for the Budget Preparation and Implementation System installed at the General Directorate of Administration and Finance of Parliament. The system enables Parliament, like other institutions, to prepare its own budget and track annual expenditures.

#### 3.5 Conferences and Workshops

The Center collaborated with a number of NGOs, in particular the Forum for Parliamentary Dialogue (FPD), to organize conferences and workshops to increase citizen participation in the legislative process and facilitate communication among Parliament, the media, and the public. **“Media Impact on Citizen Participation in Shaping Public Policy”** a two-day workshops organized in November 2002 in collaboration with the FPD, focused on the role of the media in influencing citizen participation in determining public policy.

**“Cooperation Dialogue - Parliament and Civil Society Organizations”** organized in December 2003 by USAID, the FPD, and the LP Secretary General for External Affairs, dealt with the importance of collaboration between the legislature and civic associations. Existing challenges to a useful dialogue, and obstacles to full participation of associations in shaping public policy were discussed.



## 4. Assistance at the Executive Oversight Level

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### Introduction

In the past the key executive oversight agencies, the Court of Audit, the Civil Service Board, and the Central Inspection Board, were unable to efficiently fulfill their oversight functions due to a lack of standardization in processes and procedures as well as an absence of complete financial and personnel records. Program strategies focused on the utilization of information technology to automate administrative, budgeting, and human resource tasks in designing a set of complementary activities to improve the work efficiency and output of the agencies.

### 4.1 Oversight Capacities

#### 4.1.a. Court of Audit

Facilitation of a positive and enabling legal environment for municipal work is a critical oversight function of the Court of Audit (COA). Based on the recognized need to revise municipal financial procedures as outlined in the 2001 Annual Report of the COA, a committee of judges and inspectors was formed to review the new administrative and financial procedures for municipalities as developed by the Center. Following four months of sustained work in reviewing the proposal, the committee recommended that the newly developed procedures be adopted for use by all municipalities.

In addition to facilitating a positive legal environment for local government, one of the major functions of the COA is the administrative and judicial control over the expenditure of public funds above a certain amount, usually \$50,000.

Responsible for both the pre-auditing (verification of the validity and budget conformity of a transaction) and post-auditing (evaluation of the entire financial transaction) of government expenditures, the mandate of the COA covers all government agencies,

the Lebanese University, the Green Project, the 50 largest municipalities, and Unions of Municipalities.

In order to enhance the pre-auditing capabilities of the COA, a set of a set of standardized forms to be used and procedures to be followed in completing the pre-auditing task were developed by the Center. The entire workflow process, from registration of a proposed expenditure, to analysis, to decision, was automated.

The Pre-Auditing System was then developed by the Center to enable judges to search current and archived cases according to a number of different criteria including type of contract, price, contractor, or item purchased. Users are able to perform comparative analyses of similar contracts and generate reports to be used in the evaluation process.

In addition to enhancing the control and auditing capabilities of the agency, internal reporting abilities were strengthened with performance reports and information for the COA annual report now readily available. Since the system was installed in early 2004 hundreds of pre-auditing cases have been registered and processed, judges are utilizing the system daily to perform research, and controllers are using the system to produce reports.

Assistance was also provided in the updating and maintenance of the COA website [www.coa.gov.lb](http://www.coa.gov.lb). An important reference and communication tool for government employees, the website contains current memoranda regarding processes and procedures related to the work of local government institutions as well as the COA annual reports. In response to employee requests sent by email directly from the site, advisory opinions are issued and published online, further enhancing standardization in the work of municipalities.



## 4. Assistance at the Executive Oversight Level

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### 4.1.b. Central Inspection Board

The Central Inspection Board (CIB) is the primary institution responsible for the disciplinary oversight of civil servants. Efficient management of the wealth of data from both internal and external sources is one of the major challenges confronting the agency in properly performing its oversight function. Utilization of the Conduct Card System (CCS) developed by the Center allows the CIB to manage internal data regarding employee conduct, as well as related information from other oversight agencies and the Judiciary Court.

Inspection capabilities have been dramatically enhanced through access to comprehensive information. Current data regarding employees, contractors, and daily workers is available, with information related to active as well as archived disciplinary cases easily accessed. Reporting capacities have also been improved as the annual inspection plan for the coming year, as well as the year-end annual inspection reports can be prepared using the CCS.

Based on protocols developed by the Center, personnel information is electronically updated, shared, and harmonized between the CIB and the Civil Service Board (CSB). CIB disciplinary decisions are tracked within the Personnel and Management System utilized by agencies, facilitating consistency and fairness in the management of human resources. For example, the CSB utilizes the information regarding disciplinary decisions in preparing its recommendations to the Council of Ministers regarding promotions and transfer requests.

Reporting capacities were also enhanced through the development of a mechanism to enable automatic preparation of required auditing reports using the Budget Preparation and Execution System. The CIB is required to submit quarterly and annual budgetary status reports to the Ministry of

Finance. These reports are then forwarded to the Court of Audit for post-auditing purposes. In 2004 the CIB utilized the system for the first time to generate these reports.

### 4.2 Administrative and Human Resource Capacities

#### 4.2.a. Civil Service Board

The Civil Service Board (CSB) is responsible for the management of human resources for three public sectors in Lebanon: agencies (ministries and public administration), public institutions, and ten major municipalities.

Initial assistance involved development of personnel guidelines and policies in order to ensure consistency and efficiency in the management of human resources. At the same time relevant personal and financial records for all civil servants were compiled, creating a unified, accurate, and functional database. In addition to the internal efficiencies achieved at the agency, access to comprehensive information has enabled the CSB to conduct credible and reliable performance evaluations, enhancing transparency in the personnel decision-making processes.

Statistical analyses of current employees in terms of education, employment history, skills, etc. are utilized in developing training requirements and in identifying candidates for promotion. Reports of anticipated promotions for all civil servants can be prepared as well. Planning capacities have been significantly enhanced, for example, managers are able to prepare projections of future staffing needs and related financial and training requirements.

Program initiatives include the redesign in 2003 of the Personnel Management System developed by the Center and utilized in the management of human resources. The PMS became a comprehensive system with the inclusion of the Payroll System developed to achieve two major objectives: 1) to increase

#### 4. Assistance at the Executive Oversight Agencies

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efficiency in preparing the payroll and 2) to link information in the PMS having a financial impact in terms of compensation directly to the Payroll System. Information impacting the determination of payroll registered in the PMS, for example a tax that will generate a deduction, is automatically linked to payroll file records. Efficiency is enhanced as the need for multiple updates of information is eliminated, ensuring at the same time the fairness and transparency of the process.

One of the most significant features included in the redesign is a mechanism to enable efficient sharing of information amongst the various agencies utilizing the system including the Central Inspection Board (CIB). In addition, the PMS allows the CSB to electronically communicate all personnel information with the different government agencies and municipalities. A pilot project was implemented to link the CSB to the COA, CIB, and the Municipality of Beirut.

The capacity to coordinate and share personnel information has led to greater internal control within each agency utilizing the systems, has improved the working relationships amongst the various government institutions and agencies, and has provided decision-makers accurate and timely data to use in formulating public policy.

## 6. Conclusion

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USAID and SUNY/CLD provided assistance under the **Lebanon Relief and Redevelopment Project** during the past three years to more than 875 local and regional government institutions, successfully developing and implementing standardized administrative and financial procedures in support of increased transparency and accountability, solidifying the role of local elected government in Lebanon.

Assistance was also provided to the key central government oversight agencies, the Civil Service Board, the Central Inspection Board, and the Court of Audit, to facilitate development of a more positive regulatory environment for local government, and to improve both the oversight and administrative capacities of the agencies. Additional program activities involved assistance to the Lebanese Parliament focused on expanding legislator access to information, facilitating communication between citizens and government, increasing citizen participation in the public policy debate, and further strengthening the legislative and budget review capacities.

Prior to the assistance efforts of USAID and SUNY/CLD, there were numerous obstacles facing local and regional government institutions in fulfilling their mandates. Incomplete taxpayer information, lack of standardized processes and procedures, non-compliance with existing procedures, and a severe shortage of qualified employees all restricted municipal ability to enforce existing tax and fee laws, ultimately lessening municipal effectiveness in providing services and infrastructure. Unfulfilled mandates adversely affected public confidence in government, increasing citizen resistance to paying taxes, further weakening municipal capacities.

In a pilot project, funded by USAID and developed by SUNY/CLD, the municipal administrative and financial procedures and processes were completely redesigned and reengineered. Following the successful implementation of this project, the Ministry of Interior and Municipalities (MOIM) issued two orders mandating the use by all municipalities of the procedures and processes as developed by SUNY/CLD. Municipal staff were given specialized training and information technology applications and equipment were provided to municipalities in order to ensure that the newly standardized processes and procedures would be properly utilized throughout the country. General achievements include the following:

- Enhanced efficiency through standardization and simplification of municipal procedures and policies
- Increased efficiency and effectiveness through automation of municipal administration
- Increased accountability through implementation of a system of internal checks and balances and greater reporting capacities
- Increased effectiveness through improved financial performance
- Greater awareness and control of financial processes on the part of municipal officials

In addition to these improvements in municipal governance, a specific and quantitative indicator of the progress achieved to date is the substantial increase in the number of municipalities now able to comply with laws and regulations in the tax collection process. Municipal revenues have increased, dramatically in many cases, as a result of the ability to efficiently and effectively collect taxes. At the same time that improved practices have led to enhanced financial performance, strengthened capabilities have positively impacted citizen perceptions of local government effectiveness.

## 6. List of Acronyms

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ADU.....	Administrative District Unit
BTS.....	Bill Tracking System
CCS.....	Conduct Card System
CIB.....	Central Inspection Board
COA.....	Court of Audit
CSB.....	Civil Service Board
DAS.....	Document Archiving System
DTS.....	Document Tracking System
FPD.....	Forum for Parliamentary Dialogue
GIS.....	Geographic Information System
GOL.....	Government of Lebanon
IT.....	Information Technology
LP.....	Lebanese Parliament
MBS.....	Municipal Budget System
MOF.....	Ministry of Finance
MOFAE.....	Ministry of Foreign Affairs and Emigrants
MOIM.....	Ministry of Interior and Municipalities
MPs.....	Members of Parliament
MRS.....	Municipal Revenue System
NGO.....	Non-governmental Organization
OMSAR.....	Office of the Minister of State for Administrative Reform
PMS.....	Personnel Management System
PPS.....	Personnel Payroll System
SUNY/CLD.....	State University of New York/Center for Legislative Development
USAID.....	United States Agency for International Development
YMCA.....	Young Men's Christian Association

## Appendix 1 Summary of Assistance to Regional and Local Government

Governorate	Governorates and Administrative District Units		Municipalities						
			Received Equipment and Technical Assistance				Technical Assistance Only (2)		
	Received Equipment	Total Assisted	SUNY/CLD Current Program	USAID Previous	OMSAR	Total Receiving Equipment and Technical Assistance	Existing Equipment	No Equipment	Total Assisted (3)
Beirut (1)	1	1	1	0	0	1	0	0	1
Begaa	4	5	118	4	0	122	4	5	131
Mount Lebanon	6	6	249	5	1	255	9	16	280
North Lebanon	6	7	170	16	0	186	0	13	199
South Lebanon/Nabatieh	7	7	181	7	31	219	0	19	238
Total	24	26	719	32	32	783	13	53	849

(1) Beirut Governorate operates from the Beirut Municipality. Assistance indicated is for both.

(2) Municipalities receiving technical assistance including workshops, training, and support to enable use of standardized budget for preparing and executing the budget.

(3) Total assisted includes 166 newly formed municipalities that have received assistance since elections in May and June, 2004.

**NOTE:** Assistance is detailed by municipality in **Appendix 1.a** - Begaa, **Appendix 1.b** - Mount Lebanon, **Appendix 1.c** - North Lebanon, **Appendix 1.d** - South Lebanon and Nabatieh.



Appendix 1.a  
Equipment/Technical Assistance by Municipality - Beqaa

Beqaa	Technical Assistance Only		Equipment and Technical Assistance Received - Current and Previous USAID Programs				
	Existing Equipment	No Equipment	SUNY/CLD Current			USAID Previous	
	Al Khyara	Aammeeq	Aaita Al Fokhar	Baalbeck	Jwar Al Hashish	Saghbine	Al Qasr Wa Fisan
	Falawi	Bakka	Aana	Baaloul	Kamed Al Laouz	Shaata	Harbata
	Libbaya	Deir Al Aashayer	Aarsal	Bab Mareaa	Kaoukaba	Shleefa	Hermel
	Saadnayel	Deir Al Ghazal	Aayha	Bakeefa	Karha	Shmestar	Yammounneh
		Halwa	Aaytaneet	Bar Elias	Kefraya	Sohmor	
			Ablah	Barqa	Kfardneec	Sultan Yaacoub	
			Ain Aata	Bechwat	Kfarmishki	Taalabaya	
			Ain Al Teeneh	Bednayel	Kfarqouq	Taanayel	
			Ain Arab	Beit Lahya	Kfarzabad	Talia	
			Ain Harsha	Bouday	Khribit Qanafar	Tannoura	
			Ain Kfarszbad	Brital	Khribit Rouha	Taraya	
			Ain Zebdeh	Btedaai	Labweh	Taybeh	
			Ainata	Bwarej	Lala	Terbol	
			Al Aaqabeh	Chtoura	Maidoun	Timneen Al Tahta	
			Al Ain	Dahr Al Ahmar	Majdal Anjar	Timneen Al Fawqa	
			Al Bireh	Deir Al Ahmar	Majdal Balhees	Wadi Faara	
			Al Ferzol	Douris	Majdaloune	Yanta	
			Al Haouch	Elaat	Makseh	Younneen	
			Al Khoder	Fakiha (Fakiha - Jdeiden)	Masa	Zahle - Al Maalaqa	
			Al Khralbeh	Ghazeh	Mashghara		
			Al Kwalkh	Hadath Baalbeck	Mhaidtheh		
			Al Manara	Halabta	Nabi Alla		
			Al Mansoura	Haouch Al Harineh	Neeha		
			Al Mari	Haouch Al Rafiq	Qaa Al Reem		
			Al Mraijat	Haouch Moussa - Anjar	Qab Elias - Wadi Al Dolm		
			Al Nabi Othman	Haouch Sneid	Qasarnaba		
			Al Nabi Sheet	Haouch Talsefeh	Qella		
			Al Qaa	Hay Al Fikani	Qosaya		
			Al Qeraaoun	Hazerta	Raaet		
			Al Rafeed	Hizzine	Rachaya		
			Al Ram wa Joubanie	Jabbouleh	Ras Baalbeck		
			Al Shawaghir Al Faw	Jdeeta	Riaq - Haouch Hala		
			Ali Al Nahri	Jib Jinneen	Saaydeh		
Total	4	5				118	4
						Total Assisted Beqaa	131

## Appendix 1.b Equipment/Technical Assistance by Municipality - Mount Lebanon

Technical Assistance Only			Equipment and Technical Assistance Received - Current and Previous USAID Programs										USAID Previous	OMSAR
Existing Equipment	No Equipment		SUNY/CLD Current											
Ain Ksour	Aarout	Aabadieh	Annaya	Bummana	Fatri	Jourret El Tormos	Mazraat Al Siyad	Reshmawa	USAID Previous	OMSAR				
Antelias-Al Naqqash	Ain Al Jdeideh	Aabey - Alndrafeel	Arsoun	Bsaba	Furn Al Shebak	Jourit Arsoun	Mazraet Yashoua	Rmilieh	Kfaraamay	Aley				
Bhamdoun Al Mhatta	Ain Al Safsaf	Aajaltoun	Baabda	Bsaba	Gharifeh	Kahaleh	Mejd Al Maaouch	Roumieh	Kfargata					
Dbayeh	Ain Zhalta	Aalimat	Baabdai	Bshamoun	Ghazeer	Kahlounieh	Mejdlawa (Aley)	Rwaiset Al Noaman	Qorneyel					
Ghobeiry	Aintoura	Aamatour	Baaleshmey	Bshetteen	Ghbaleh	Kaifoun	Mesherfeh	Safra	Serjbal					
Yahshoush	Baaseer	Aammeeq	Baadleen	Bsous	Ghedras	Karaba	Mesherf	Saleema	Shbanieh					

# Appendix 1.c Equipment/Technical Assistance by Municipality - North Lebanon

	Technical Assistance Only		Equipment and Technical Assistance Received - Current and Previous USAID Programs										USAID Previous
	No Equipment		SUNY/CLD Current										
	Aintoureen	Al Mina	Ashesh	Btornmaz	Kalamoune	Mashta Hammoud	Tarane	Aakar El Aatika					
	Al Heri	Aabrine	Assia	Btouratij	Kalhat	Mashta Hasan	Tasheaa	Aayat					
	Bhaira	Aalma	Assoune	Bziza	Kanat	Mazraat Beideh	Tieyl	Aidamoun - Sheikhlar					
	Borj Al Yahoudeh	Aandget	Ayn Ekyne	Chekka	Karam El Maher	Mazraat Tefiah	Torza	Bebnine					
	Daraya-Bsheneen	Aaymar	Ayto	Dahr El Layssineh	Karm Seddeh	Mejdlaya	Toula-Aslout	Beit Malat					
	Deir Ammar	Aazki	Bakhounne	Danbou	Keftayya	Meniara	Tripoli	Borj El Aarab					
	Hardine Beit Kassab	Abdeen	Barhaloun	Dar Beechtar	Kerssayta	Menieh	Wadi Al Jamouss	El Borj					
	Hyssa	Ain Al Zeit	Barssa	Dawra	Kfar Aaka	Meriata	Zan	Halba					
	Mkaibleh	Ain Yaacoub	Bassloukit	Deddeh	Kfarabida	Meshmesh	Zouk El Hossnieh	Karm Aasfour					
	Nemrine	Ajd Ebrine	Batroumine	Deir Dalloun	Kfarchlane	Meziara	Zouq Hadara	Kfarhatta (Zgharta)					
	Qibit	Al Aaouwaynet	Batroun	Deir Jenine	Kfardlakouss	Mitreet		Kfarzeina					
	Sheikh Taba	Al Bedawi	Bazbina	Deir Nbouh	Kfarfou	Mrneaa		Qobayat					
	Telbeera	Al Bireh	Bazon	Douma	Kfarhabou	Mrah El Sirage		Rachine					
		Al Dbeieh	Bchaaleh	Dousa wa Baghdadadi	Kfarhaida	Nahrieh-Bustan Al Hersh		Rahbeh					
		Al Hakour	Bcharri	Dweir Aadwieh	Kfarhata	Rasmaska		Tkrit					
		Al Humeirah	Bdibba	Eddeh	Kfarhazir	Rashhash		Zgharta					
		Al Hweish	Bechmezzine	Elaal	Kfarhey	Rasskifa							
		Al Kirkof	Bednevel	Ejdabra	Kfarkahel	Rshedbbine							
		Al Koweishreh	Beino	Eylat	Kfarsaroune	Safinet El Dreib							
		Al Kwaykhat	Beit El Fadess	Feeh	Kfaryachite	Safinet El Kayteh							
		Al Mahimra	Beit El Hajj	Fissikine-Ain Ashma-Ain Tanta	Kfour Al Arabi	Seissouk Koloud EL Bakleh							
		Al Nakhleh	Bekaa Safrine	Fneidek	Khribet Shar	Selaata							
		Al Nefisseh	Berkayel	Hadath El Jebbeh	Khribit Daoud	Sereel							
		Al Qantara	Bezzal	Hadchit	Khurbet El Jundi	Shadra							
		Al Qrariyat	Bhanine	Hamatt	Kobba	Sharbilla							
		Al Safira	Bikarsouna	Haret Fawar	Kobet Bshamra	Shebtine							
		Al Swaisseh	Bkarzela	Harf El Syed	Kosba	Sheikh Mohamad							
		Al Zawarib	Bkeftine	Hassroun	Kousha	Sibilil							
		Amioun	Bkerkasha	Hrar	Majdla	Sire							
		Anfeh	Bkissmaya	Jdeidet El Jourmeh	Mar Touma	Tal Abbass El Gharbi							
		Arbet Kezhaya	Bnachi	Jebayel	Mareh Kfarsghab	Tal Maayan							
		Ardeh	Btaaboura	Kaftoun	Mashha	Tannourine							
Total	13	170										16	
		Total Assisted North Lebanon										199	

North Lebanon

## Appendix 1.d Equipment/Technical Assistance by Municipality - South Lebanon and Nabatieh

	Technical Assistance Only	Equipment and Technical Assistance Received - Current and Previous USAID Programs							
	No Equipment	SUNY/CLD Current						USAID Previous	OMSAR
South Lebanon and Nabatieh	Al Jirmok	Aaba	Al Meedan	Bostan	Karkha	Qaaqaaiet El Jisr	Sreefa	Jibsheets	Aadaiseh
	Al Kharayeb	Aabra	Al Naqoura	Bramieh	Kawthariyet Al Siyad	Qaaqaaiyet Al Snawbar	Synieh	Kfarsyre	Aainata
	Al Loubieh	Aadloun	Al Njarieh	Breikeaa	Kfar Hatta	Qabriha	Tallousah	Kfeir	Aaitaroun
	Al Tairi	Aadousieh	Al Qawzah	Bteddine Al Loqsh	Kfar Melki	Qaitouli	Tanboureet	Marj Al Zuhour	Aaramta
	Arzay	Aadsheet	Al Saksakieh	Darb Al Seem	Kfar Remman	Qalawey	Tayr Dibba	Meemes	Aayshieh
	Bqesta	Aadsheet	Al Salhieh	Deir Aamess	Kfar Tibneet	Qana	Tayr Felsieh	Qsaybeh	Ain Ibl
	Deir Keefa	Aaita El Shaab	Al Sarafand	Deir Al Zahrani	Kfardouneen	Qantara	Tayr Harfa	Syr Al Ghrbieh	Ain Qenia
	Ghassanieh	Aaita Al Jabal	Al Sharqieh	Deir Antar	Kfarfalous	Qateen wa Hidab	Tibneen		Al Fardees
	Haitoura	Aaitet	Al Wazzani	Deir Meemas	Kfarfela	Qennareet	Tifahta		Al Hbarieh
	Jmeyjmeh	Aalma Al Shaab	Ansar	Deir Qanoun Al Naher	Kfarhouneh	Qlayleh	Toura		Al Khiam
	Mahroneh	Aanqoun	Arabsaleem	Deir Qanoun wa Ras Al Ain	Kfarjarra	Qraieh	Tyre		Al Mary
	Marwanieh	Aary	Arkeh	Deir Siryan	Khartoum	Reb Thlatheen	Wadi Jezzine		Al Qlayaa
	Mjaidel	Aazour	Arnoun	Derdghaya	Khirbit Silm	Reemat wa Shaqadeef	Yanouh		Al Rihan
	Nabatieh Al Fawqa	Ain Al Dilb	Arzoun	Dibaa	Kouneen	Reshkanieh	Yater		Al Taibeh
	Safad El Bateekh	Ain Baal	Bablieh	Dweir	Lebaa	Rmadieh	Yohmor		Bint Jbeil
	Sfarieh	Al - Shehabieh	Bafieh	Froun	Maarakeh	Rmeish	Zeita		Bkaseen
	Shayheen	Al Aabassieh	Bani Hayyan	Ghandourieh	Maaroub	Roumeen	Zibdeen		Dibl
	Souwaneh	Al Baysarieh	Baraasheet	Habboush	Maghdousheh	Rshaf	Zibkeen		Hasbaya
	Zheliti	Al Bazourieh	Bareesh	Hadatha	Majdel Zoun	Sabbah	Zowtar Al Gharbieh		Houla
		Al Biyad	Barth	Hallousieh	Majdelioun	Saïda	Zowtar Al Sharqieh		Ibl Al Saqi
		Al Borghlieh	Batoulieh	Harees	Maknounieh	Saidoun	Zrarieh		Jdeidet Marjaayoun
		Al Ghazieh	Beit Leef	Haret Saïda	Markaba	Sarba			Kaoukaba
		Al Hinnieh	Beit Yahoun	Hnawey	Maroun Al Ras	Shameaa			Kfarhamam
		Al Hlallieh	Bidyas	Horouf	Mashmousheh	Shaqra Wa Doubieh			Kfarshouba
		Al Hmeiri	Binwati	Houmeen Al Fawqa	Mayfadoun	Shebaa			Mayss Al Jabal
		Al Homsieh	Blat	Houmeen Al Tahta	Mazraat Meshreh	Shohour			Mleekh
		Al Jabeen	Bleeda	Jarjouaa	Mejdel Silim	Shoukeen			Rashaya Al Fokhar
		Al Kfour	Bnaafoul	Jbaa	Mieh wa Mieh	Siddeekkeen			Roum
		Al Khoulwat	Borj Al Mulouk	Jernaya	Mjadel	Silaa			Shwayya
		Al Louaizeh	Borj Al Shemali	Jezzine	Mrouheen	Snayya			Yareen
		Al Maamarieh	Borj Qalawiey	Jwaya	Nabatieh Al Tahta	Soujou			Yaroun
		Al Mansouri	Borj Rahhal	Kafra	Nsarey	Srebbeen			
<b>Total</b>	<b>19</b>					<b>181</b>	<b>7</b>		<b>31</b>
					<b>Total Assisted South Lebanon and Nabatieh</b>				<b>238</b>

## Appendix 2

### Official Rental Value Taxpayer List Announcements Published 2000 - 2004

					Official Taxpayer List Announcements Published*				
Initial Assistance**	Governorate	District	Total Number of Municipalities	Number of Municipalities Assisted***	2000	2001	2002	2003	2004
1998	Beirut	Beirut Municipality	1	1	0	1	1	1	1
		<b>Total Beirut</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
2002	Beqaa	Baalbeck	55	46	4	7	10	27	26
		Hermel	5	5	0	0	1	1	1
		Rachaya	26	25	2	3	6	20	11
		West Beqaa	28	26	3	4	4	18	17
		Zahle	29	29	4	3	6	13	23
		<b>Total Beqaa</b>	<b>143</b>	<b>131</b>	<b>13</b>	<b>17</b>	<b>27</b>	<b>79</b>	<b>78</b>
2003	Mount Lebanon	Al Metn	49	44	19	28	14	28	40
		Aley	55	51	7	11	19	19	36
		Baabda	45	39	10	14	27	21	34
		Chouf	73	69	11	13	14	13	32
		Jbeil	35	32	3	5	21	8	18
		Keserwan	48	45	12	14	8	24	39
		<b>Total Mount Lebanon</b>	<b>305</b>	<b>280</b>	<b>62</b>	<b>85</b>	<b>103</b>	<b>113</b>	<b>199</b>
2002	Nabatieh	Bint Jbeil	36	33	2	3	1	8	8
		Hasbaya	15	15	0	0	5	11	10
		Marjaayoun	26	23	1	1	3	9	6
		Nabatieh	39	35	1	2	10	17	15
		<b>Total Nabatieh</b>	<b>116</b>	<b>106</b>	<b>4</b>	<b>6</b>	<b>19</b>	<b>45</b>	<b>39</b>
2001	North Lebanon	Akkar	95	82	1	1	23	55	45
		Al Koura	34	29	0	1	14	21	25
		Al Menieh-Al Denieh	29	24	0	3	8	17	16
		Batroun	23	22	1	0	10	14	12
		Bcharri	11	10	0	5	3	8	10
		Tripoli	3	3	0	3	4	2	3
		Zgharta	31	29	0	3	11	17	15
		<b>Total North Lebanon</b>	<b>226</b>	<b>199</b>	<b>2</b>	<b>16</b>	<b>73</b>	<b>134</b>	<b>126</b>
2002	South Lebanon	Jezzine	35	35	0	1	8	15	19
		Sidon	43	42	0	5	6	22	16
		Tyre	58	55	1	4	1	13	12
		<b>Total South Lebanon</b>	<b>136</b>	<b>132</b>	<b>1</b>	<b>10</b>	<b>15</b>	<b>50</b>	<b>47</b>
		<b>Total Lebanon</b>	<b>927</b>	<b>849</b>	<b>82</b>	<b>135</b>	<b>238</b>	<b>422</b>	<b>490</b>

\*Announcements published in the *Official Gazette* as required by law. Totals include announcements for both current and previous years

\*\*With the exception of 70 municipalities selected to participate in a pilot project during a previous USAID program.

\*\*\*Number of municipalities assisted include 66 that were provided technical assistance only.



### Appendix 3 Summary of Municipal Workshop and Training Participants by Region

Governorate	Workshop		Computer Training		MRS Training	
	Number of Participants	Number of Municipalities Represented	Number of Participants	Number of Municipalities Represented	Number of Participants	Number of Municipalities Represented
Begaa	190	112	242	100	242	108
Mount Lebanon	275	213	526	193	579	240
North Lebanon	287	162	524	141	292	149
South Lebanon						
South Lebanon	148	118	191	91	200	111
Nabatieh	135	91	105	60	153	91
Total South Lebanon & Nabatieh	283	209	296	151	353	202
Total All Governorates	1,035	696	1,588	585	1,466	699

Note: Totals given are for each type of training. Some municipal employees participated in both the computer and MRS training and are included in both categories.

## Appendix 4 Training Participants Delineated by Gender

Governorate	District	Number of Training Participants		
		Male	Female	Total
Beirut	Beirut	47	25	72
Bekaa	ADU/GOV	10	6	16
	Baalbeck	86	16	102
	Hermel	16	1	17
	Rachaya	40	4	44
	West Bekaa	53	9	62
	Zahleh	57	27	84
Total Beqaa		262	63	325
Mount Lebanon	ADU/GOV	6	6	12
	Al Metn	111	44	155
	Aley	74	26	100
	Baabda	64	24	88
	Chouf	66	36	102
	Jbeil	51	22	73
	Keserwan	75	52	127
Total Mount Lebanon		447	210	657
Nabatieh	ADU/GOV	3	1	4
	Bint Jbeil	36	6	42
	Hasbaya	7	6	13
	Marjaayoun	28	0	28
	Nabatieh	49	5	54
Total Nabatieh		123	18	141
North Lebanon	ADU/GOV	14	9	23
	Akkar	148	29	177
	Al Koura	39	7	46
	Al Minieh-Dinnieh	28	4	32
	Batroun	20	10	30
	Bsharri	15	4	19
	Tripoli	47	23	70
	Zgharta	28	13	41
Total North Lebanon		339	99	438
South Lebanon	ADU/GOV	0	5	5
	Jezzine	13	18	31
	Saida	67	23	90
	Tyre	72	21	93
Total South Lebanon		152	67	219
Total Lebanon		1,370	482	1,852

## Appendix 5

### Municipal Progress Levels (Municipal Revenue System) - Beqaa

Stage	Received Technical Assistance (1)			Received Technical Assistance and Computer Equipment/Software Stages Related to the Use of the Municipal Revenue System (MRS)				
	not applicable			7	8	9		
Description of Stage	Received equipment from USAID Previous Project	Existing Equipment from Other Sources	Technical Assistance Only (No Existing Equipment)	Municipal Data Collection Work	MRS Data Entry	Generating Taxpayer List with MRS		
Beqaa	Al Qasr Wa Fisan	Al Khyara	Aammeeq	Ain Kfarzabad	Aaytaneet	Aaita Al Fokhar	Beit Lahya	Majdaloune
	Harbata	Falawi	Bakka	Al Bireh	Al Khoder	Aana	Bouday	Makseh
	Hermel	Libbaya	Deir Al Aashayer	Al Ram - Al	Al Kwakh	Aarsal	Brital	Mashghara
	Yammouneh	Saadnayel	Deir Al Ghazal	Joubanieh	Al Mraijat	Aayha	Btedaai	Mhaidthet
			Halwa	Al Shawaghir Al	Halbata	Ablah	Bwarej	Neeha
				Fawqa Wal	Haouch Al Harimeh	Ain Aata	Chtoura	Qaa Al Reem
				Bar Elias	Haouch Al Rafiq	Ain Al Teeneh	Dahr Al Ahmar	Qosaya
				Qarha	Haouch Sneid	Ain Arab	Deir Al Ahmar	Rachaya
				Qelia	Hezzerta	Ain Harsha	Douris	Ras Baalbeck
					Hizzeen	Ain Zebdeh	Eiaat	Riaq - Haouch Hala
					Jdeeta	Ainata	Fakiha	Saaydeh
					Jwar Al Hasheesh	Al Aaqabeh	Ghazze	Saghbine
					Massa	Al Ain	Hadath Baalbeck	Shaat
					Maydoun	Al Ferzol	Haouch Moussa - Anjar	Shleefa
					Nabi Aila	Al Haouch		Sohmor
					Qab Elias - Wadi Al Dolm	Al Khraibeh	Haouch Talsefieh	Sultan Yaacoub
					Qasamaba	Al Manara	Hay Al Fikani	Taalabaya
					Raaet	Al Mansoura	Jabbouleh	Taanayel
					Shmestar	Al Marj	Jib Jinneen	Talia
					Tinneen Al Fawqa	Al Nabi Othman	Kamed Al Laouz	Tannoura
						Al Nabi Sheet	Kaoukaba	Taraya
						Al Qaa	Kefraya	Taybeh
						Al Qeraaoun	Kfardneec	Terbol
						Al Rafeed	Kfarmishki	Timneen Al Tahta
						Ali Al Nahri	Kfargouq	Wadi Faara
						Baalbeck	Kfarzabad	Yanta
						Baaloul	Khirbit Qanafar	Younen
						Bab Mareaa	Khirbit Rouha	Zahle - Al Maalaga
						Bakeefa	Labweh	
						Barqa	Lala	
						Bechwat	Majdal Anjar	
						Bednayel	Majdal Balhees	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>20</b>	<b>91</b>		
						<b>Total Assisted Beqaa</b>		
						<b>131</b>		

(1) Received technical assistance including workshops, training, and support for utilization of standardized form in preparing and executing the budget.

# Appendix 6 Municipal Progress Levels (Municipal Budget System) - Beqaa

Stages related to the use of the Municipal Budget System (MBS)			11
Stage	10	Utilizing Financial Procedures	Automated Budget Process
Beqaa		Aaita Al Fokhar	Barga
		Aana	Labreh
		Aarsal	Bechwat
		Aayha	Lala
		Aayaneet	Majdal Anjar
		Abiah	Majdal Balnees
		Ain Aata	Majdalounne
		Ain Arab	Makseh
		Ain Harsha	Mhaudtheh
		Ain Zebdeh	Neeha
		Ainata	Qaa Al Reem
		Al Aaqabeh	Qosaya
		Al Ain	Rachaya
		Al Bireh	Ras Baalbeck
		Al Ferzol	Riaq - Haouch Hala
		Al Haouch	Saaydeh
		Al Khraibeh	Saghrbine
		Al Manara	Shaat
		Al Mansoura	Shleefa
		Al Marj	Shmestar
		Al Nabati Othman	Sohmor
		Al Nabi Sheet	Sultan Yaacoub
		Al Qaa	Taalabaya
		Al Qeraaoun	Taanayel
		Al Rafeed	Talia
		Ali Al Nahri	Tannoura
		Baalbeck	Taraya
		Baaloul	Taybeh
		Bab Mareaa	Terbol
		Bakeefa	Tinneen Al Tahta
		Bar Elias	Wadi Faara
			Yanta
			Younneen
			Zahle - Al Maalaga
Total			96

## Appendix 7

### Municipal Progress Levels (Municipal Revenue System) - Mount Lebanon

Stage	Received Technical Assistance (1)			Received Technical Assistance and Computer Equipment/Software Stages Related to Use of the Municipal Revenue System (MRS)							
	not applicable			3	7	8	9				
Description of Stage	Received Equipment from USAID Current or Previous	Existing Equipment from Other Sources	Technical Assistance Only (No Existing Equipment)	Equipment Installation	Municipal Data Collection Work	MRS Data Entry (Completing)		Generating Taxpayer List (with MRS)			
Mount Lebanon	Beggeh (4)	Ain Ksour	Aanout	Afqa	Aabey - Aindrafeel	Aamatour	Kfar Nabrah	Aabadieh	Borj Hammoud	Houmal	Nabeih
	Mtolleh	Antelas	Ain Al Jdeideh	Ain El Ghouweiby	Aairoun	Aaramoun Al Gharb	Kfar Qatra (2)	Aajaltoun	Brummana	Jadra	Nahr Ibrahim
	Serbal (2)	Bhamdoun Al Mhatta	Ain Al Safsaf	El Berbara	Aalamat-El Swaneh	Ain Al Remmaneh	Kfaramay (2)	Aammeeq	Beaba	Jage	Neeha
		Dbayeh	Ain Zhalta	El Majdel	Ain Qeni	Ain Al Saideh	Knaissseh	Aaqabeh	Bsabaa	Jbaa	Qaaqour
		Ghobeiry	Aintoura (Metn)	Hessrayel	Al Borjein	Al Basateen	Lehfed	Aaraya	Bshetteen	Jbeil	Qalaa
		Sin el Fil	Baaseer	Hjoulah	Baabdat	Al Ouyoun	Majdel Tarsheesh	Aarbaneh	Bsous	Jdeideh - Herzaya - Al Qatteen	Qanabet Brummana
		Yahshoush	Barouk Al Freides		Betchey - Merdesheh	Amshit	Masraet Al Chouf	Aashqout	Btaloun	Jdeideh Al Baoushrieh - Al Sed	Qlasyaat
		Zouq Mikayel	Beereh		Bshtida & Fidar	Baaqleen	Mazboud	Aathra W'a Al Othor	Btater	Jeita	Qmatieh
			Bikfaya		El Hssoun	Baatharan	Mghairieh	Aatreen	Bwar	Jeil el Dib - Bqennaya	Qobbeigh
			Botmeh		Fanar	Barja	Mishmish	Ain Aanoub	Choueifat	Jouar Al Haouz	Qomeyel (2)
			Bsaleem-Al Mezher		Joun	Bater	Mouaaisra	Ain Al Rihaneh	Daher Al Mgharaha	Jounieh	Qortada
			Deir Douzeet		Kfamatta	Batoun	Naameh	Ain wa Zein	Dalhoun	Jouret Al Termos	Qrayyeh
			Rembala		Mansourieh - Al Mkalles	Bedghan	Qomet Shehwan	Ainab	Daraoun - Harissa	Jouret Arsoun	Qsaibeh
			Rwaist Al Ballout		Marjaba	Beit Shabab	Raacheen	Ainbal	Daraya	Kahaleh	Rabieh
			Shartoun		Mazraet Al Dahar	Beskinta	Ras Al Harf	Aindara	Darayya	Kaifoun	Raifoun
			Wadi Sharour Al Sofla		Mazraat Yashouaa	Bhandoun Al Dayaa	Rmilleh	Aintoura (Keserwan)	Debieh	Kfar Aaqab	Rajmeh
					Mazraet El syed	Bmariam	Saqiet Al Misk	Aitat	Deir Al Harf	Kfarheem	Ramlieh
					Mresti	Bmohrey	Semqanieh	Al Aakoura	Deir Kousheh	Kfarselwan	Ras Al Metn
					Rass Ossta	Bshamoun	Shahtoul & Jouret Mhad	Al Ghabeih	Dmeit	Kfarsheema	Reshmayya
					Tarsheesh	Btikhneih	Shaneih	Aley (3)	Eddeh	Kfarteih	Rournieh
					Zekreet (5)	Dahr Al Sawwan	Sharoun	Arnaya	Ehmej	Kfarzebian	Rwaist Al Noaman
						Damour	Shwair	Ansoun	El Fidar	Kfour	Safra
						Deir Al Qamar	Tabarja	Baabda	Faitroun	Khinshra - Al Jouar	Saleema
							Tohweetat Al Ghadeer - Al Laylakeh - Al Mraijeh	Baaleshmay	Falougha	Khrabeh	Sawfar
							Dikwaneh	Baawerta	Faouara	Khraibeh	Sehailleh
							Diebta	Baisour	Faraya	Lassa	Shbanieh (2)
							Douar	Zaarourieh	Fatri	Maaser AL Chouf	Shemlan
							Fatqa	Zaraaoun	Furn Al Shebbak	Maaser Beiteddine	Shheem
							Gharifeh	Bafha	Ghazeer	Maifouk - El Kitara	Shweet
							Ghedrass	Bdadoun	Ghbaleh	Mairouba	Sibleen
							Hasrout	Beit Al Shaa'r	Ghineh	Majdelbaana	Souq Al Gharb
							Hasseen	Beit Meri	Ghosta	Mansourieh - Ain Al Marj	Taazanieh
							Hrajel	Beiteddine	Hadath	Mar Shaaya - Al Mezkeh	Tertej
							Jahlieh	Benneih	Halat	Mejd Al Maaoouch	Wardanieh
							Jdeidet Al Chouf	Biaqout	Hammana	Mejdlayya	Warhanieh
							Jieh	Bkhishteih	Haret Al Sit	Mesherfeh	Watta Al Jawz
							Kahlounieh	Blaibel	Haret Jandal	Meshref	Zeitoun
							Kartaba	Elat	Hasbaya (Al Metn)	Mokhtara	Zouq Mosbeh
							Ketermayya	Bmikkeen	Hazmieh	Monsef	
							Kfar Faqoud	Bolonia	Heyyata	Mrouj	
Total	3	8	16	6	21	68				158	
Total Assisted Mount Lebanon											280

Note 1: Received technical assistance including workshops, training, and support to enable use of standardized forms in preparing and executing the budget.

Note 2: Received equipment during previous USAID project.

Note 3: Received equipment from OMSAR during previous USAID project.

Note 4: Received equipment during current project but not responsive.

Note 5: Had existing equipment from unknown source but utilizing MRS.



## Appendix 8 Municipal Progress Levels (Municipal Budget System) - Mount Lebanon

Stage	Stages related to use of the Municipal Budget System (MBS)										11	
	Utilizing New Financial Procedures					Automated Budget Process					11	
Description of Stage												
Airoun	Khrabeh	Aabadieh	Baqata - Aashqout	Darayya	Jdeideh-Al Baoushrieh	Mazraaet El syed	Sawfar					
Aanout	Knaissah	Aabey - Aindrafel	Barja	Debieh	Jdeidet Al Chouf	Mejd Al Maouch	Sehayleh					
Ain Al Jdeideh	Mansourieh - Al Mkalles	Aaiatoun	Bater	Deir Al Harf	Jeita	Mejdayya (Aley)	Serdanieh					
Ain Al Safsaf	Mazraaet Al Daher	Aamatour	Batha	Deir Al Qamar	Jour Al Hawz	Mesherfeh	Shaneih					
Ain Ksour	Mghairieh	Aammeeg	Batloun	Deir Kousheh	Jounieh	Meshref	Sharoun					
Ain Qeni	Molleh	Aaqaybeh	Bdadoun	Deirqoubel	Jouret El Tormoss	Mishmish	Shbanieh					
Ain Zhalta	Naameh	Aaramoun Al Gharb	Bedghan	Dmeeth	Jourit Arsoun	Mokhtara	Shemlan					
Aintoura (Metn)	Ras Al Harf	Aaraya	Belt El Shaar	Eddeh	Kahaleh	Monsef	Shheem					
Al Borjein	Remhala	Dlaibeh	Belt Meri	Ehmej	Kahlounieh	Mouaaisra	Shwair					
Antelias - Al Naqqash	Rmileh	Aashqout	Belt Shabeb	El Fidar	Kaifoun	Mresti	Shweet					
Baaseer	Rwaissat Al Ballout	Aathra Wa Al Othor	Beiteddine	Faitroun	Keternaya	Mrouj	Sibleen					
Barouk Al Freides	Serbal	Aatreen	Benneih	Falougha	Kfar Aaqab	Nabay	Souq Al Gharb					
Beereh	Shahtoul & Jouret Mhad	Ain Aanoub	Beskinta	Faouara	Kfar Faqoud	Nahr Ebrahim	Taazanieh					
Betshey - Merdesheh	Shartoun	Ain Al Remmaneh	Bhamdoun Al Dayaa	Faraya	Kfar Nabrakh	Neeha	Tabarja					
Bhamdoun Al Mhatta	Sin El Fil	Ain Al Saideh	Biaqout	Fatri	Kfarheem	Qaaqour	Tarsheesh					
Blkfaya	Wadi Shahrour Al Sofla	Ain El Rihani	Bkhishtelh	Fum Al Shebbak	Kfarmatta	Qalaa	Tohweetat Al Ghadeer -					
Bjeh	Yahshoush	Ain wa Zein	Blaibel	Gharifeh	Kfarshewan	Qanabet Brummana	Wardanieh					
Bmariam	Zaatra	Ainab	Blat	Ghbaleh	Kfarsheema	Qayaat	Warhanieh					
Botmeh	Zaarourieh	Ainbal	Bmikkeen	Ghedrass	Kfarteih	Qmatieh	Watta Al Jawz					
Bsalem	Zeitoun	Aindara	Bmohrey	Ghineh	Kfarzebian	Qobbeigh	Zaraoun					
Btikneih	Zouq Mikayel	Aintoura	Bolonia	Ghosta	Kfour	Qornet Shehwan	Zekreet					
Damour		Aitat	Borj Hammoud	Hadath	Khinshara	Qomeyel	Zouq Mosbeh					
Dbayeh		Al Akoura	Brummana	Hammana	Khraibeh	Qortada						
Deir Douneet		Al Basateen	Bsaba	Haret Al Sit	Iassa	Qrayyeh						
Dekweneh		Al Ghabeh	Bsabee	Hasbaya	Lehed	Qsaibeh						
Dlebita		Al Ouyoun	Bshamoun	Hasrout	Maaser AL Chouf	Raacheen						
Douar		Aley	Bshetteen	Hasseen	Maaser Beiteddine	Rabieh						
Fanar		Anmaya	Bsous	Hazmieh	Maifouk - El Kitara	Raifoun						
Fatqa		Arsoun	Btaloun	Heyyata	Mairouba	Rameh						
Ghazeer		Baabda	Biater	Houmal	Majdel Tarsheesh	Ramleh						
Ghoheiry		Baabdat	Bwar	Hrajel	Majdelbaana	Ras Al Metn						
Haret Jendal		Baaleshmeiy	Choueifat	Jadra	Mansourieh Ain Al Mar	Reshmaiya						
Jel El Dib		Baadleen	Dahr AlMgharaha	Jage	Mar Shaaya	Roumieh						
Jieh		Baatharan	Dahr Al Sawan	Jahieh	Mariaba	Rwaissat Al Noaman						
Joun		Baawerta	Dalhoun	Jbaa	Mazboud	Safa						
Kfar Qatra		Baisour	Daraaoun Harissa	Jbeil	Mazraaet Al Chouf	Saleema						
Kfaraamay		Ballouneh	Daraya	Jdeideh Herhaya	Mazraat Yashouaa	Saqiet El Misk						
<b>Total</b>	35					207					207	

## Appendix 9

### Municipal Progress Levels (Municipal Revenue System) - North Lebanon

Stage	Received Technical Assistance Only (1)	Received Technical Assistance and Computer Equipment/Software Stages Related to the Use of the Municipal Revenue System (MRS)						
	Not Applicable	3	7	8	9			
	Technical Assistance	Equipment Installation	Municipal Data Collection Work	MRS Data Entry	Generating Taxpayer List (with MRS)			
North Lebanon	Aintoureen	Bkeftine	Ain El Zeit	Ain Yaacoub	Asbrine	Bireh	Harnatt	Mashta Hassan
	Al Heri	El Nakhleh	Aabdine	Aazki	Aakar El Aatika (2)	Bkarzela	Harf El Syed	Mazraat Beldeh
	Bhaira	l'aal	Bittermaz	El Dbabieh	Aalma	Bkerkasha	Hassroun	Mazraat Teffah
	Borj El Yahoudieh	Kerssayta	Danbou	El Dowra	Aandqet	Bkissmaya	Hrar	Mejdlaya
	Daraya-Bsheneen	Tleyl	Dossah & Baghdadi	El Kantrah	Aayat (2)	Bnachi	Jdeidet El Journeh	Meniara
	Deir Ammar		Eimar	El Koweishrah	Aidamoun - Sheikhlar (2)	Borj El Arab (2)	Jebrayel	Menieh
	Hardine Beit Kassab		El Kweikhat	El Mhamarah	Ajd Ebrine	Btaabourah	Kaftoun	Meriata
	Hyssa		Fsseikeen- Ain Ashma- Ain Tanta	Haret El Fawar	Amoun	Btouratij	Kalamoune	Meshmesh
	Kabiit			Mar Touna	Anfeh	Bziza	Kalhat	Meziara
	Mkableh		Kherbet Dawood	Memneh	Arbet Kezhaya	Chekka	Kanat	Mrah El Stage
	Nemrine		Metrit	Safinet El Kayteh	Ardeh	Dahr Layssineh	Karam El Maher	Mrah Kfarsghab
	Sheikh Taba		Sebiill	Shebtine	Ashesh	Dar Beehtar	Karm Aasfour (2)	Qbayat (2)
	Telbeera		Swaisseh	Tasheeh	Assia	Deddeh	Karm Seddeh	Rachine (2)
			Wadi El Jamouss		Assoune	Deir Dalloum	Kefrayya	Rahbeh (2)
			Zouk Hdara		Ayn Ekryne	Deir Jenine	Kfar Aaka	Rasmaska
					Ayto	Deir Nbouh	Kfarabida	Rasnhash
					Bakhoune	Douma	Kfarchlane	Rasskifa
					Barhaloum	Dweir Aadawiyah	Kfardlakouss	Reshedbine
					Barsa	Eddeh	Kfarfou	Safinet El Dreib
					Bassloukit	Eilat	Kfarhabou	Seissouk Koloud EL Bakieh
					Batroumine	Ejdabra	Kfarhaldia	Selaata
					Batroun	El Aaweinat	Kfarhata	Ser'eel
					Bazbina	El Bedawi	Kfarhatta (2)	Shadra
					Bazoon	El Borj (2)	Kfarhay	Sharbilla
					Bchaaleh	El Hakour	Kfarhazir	Sheikh Mohamad
					Bcharri	El Howeish	Kfarkahel	Sire
					Bdebah	El Humeirah	Kfarsaroune	Tal Abbass El Gharbi
					Bebrine (2)	El Karkaf	Kfaryachite	Tal Maayan
					Bechmezzine	El Korayat	Kfarzeina (2)	Tannourine
					Bedneyel	El Nahrieh - Bustan El Hersh	Kfour Al Arabi	Tarane
					Beino	El Nefisseh	Kherbet Shar	Tekrit (2)
					Beit El Faqess	El Sfira	Khurbet El Jundi	Torza
					Beit El Hajj	El Zawarib	Kobba	Toula-Aslout
					Beit Malat (2)	El-Mina	Kobet Bshamra	Tripoli
					Bekaa Safrine	Feeh	Kossba	Zan
					Berkayel	Fneidek	Kousha	Zgharta (2)
					Bezzal	Hadath El Jebbeh	Majdla	Zouk El Hossnieh
					Bhanine	Hadchit	Mashha	
					Bikarsouna	Halba (2)	Mashta Hamoud	
<b>Total</b>	<b>13</b>	<b>5</b>	<b>14</b>	<b>13</b>	<b>Total Assisted North Lebanon</b>			
					<b>199</b>			

Note 1: Received technical assistance including workshops, training, and support to enable use of standardized forms in budget preparation and execution.

Note 2: Received equipment under previous USAID assistance program.

Appendix 10  
Municipal Progress Levels (Municipal Budget System) - North Lebanon

Stages related to the use of the Municipal Budget System (MBS)						
11						
Description of Stage	Utilizing new financial procedures	Automated Budget Process				
		Aayrat	Aabrine	Bikarsouna	El-Mina	Kfarsaroun
North Lebanon	Beit El Faqess	Aakar El Aatika	Bireh	Feeh	Kfarzeina	Ser'eel
	Deir Jenine	Aalma	Bkarzela	Fneidek	Kfour Al Arabi	Shadra
	Hadath El Jebbeh	Aandget	Bkerkasha	Hadchit	Kherbet Shar	Sharbilla
	Kfar hay	Aarber Qezhaya	Bkissmaya	Halba	Khurbet El Jundi	Sheikh Mohamad
	Kfaryasheet	Aidamoun - Sheikhlar	Borj El Aarab	Hamat	Kobba	Tal Abbass El Gharbi
	Kobet Bishamra	Ajdebrine	Bshaaleh	Harf El Syed	Kossba	Tal Maayan
	Majdla	Amioun	Btouratij	Hassroun	Kousha	Tannourine
	Mazraet El Tefah	Ardeh	Bziza	Hrar	Mareh Kfarsghab	Tarane
	Menieh	Ashesh	Danbou	Jdeidet El Joumeh	Martouna	Tasheeh
	Meriatta	Assia	Dar Beehtar	Jebrayel	Mashha	Tkrit
	Raskifa	Assoune	Deddeh	Kaftoun	Mashta Hammoud	Torza
	Seissouk	Ayn Ekryne	Deir Nbouh	Kalamoun	Mashta Hassan	Tripoli
	Shikka	Bakhounne	Douma	Kanat	Mazraat Beldeh	Wadi El Jamouss
	Toula Aslout	Barhaloun	Eddeh	Karam El Maher	Mejdlaya	Zan
		Barssa	Eilat	Karm Aasfour	Memneh	Zgharta
		Bassloukit	Ejdabra	Karm Saddeh	Meniara	Zouk El Hossnieh
		Batroumine	El Aaweinat	Karm Seddeh	Menieh	Zouk Hdara
		Bazbina	El Bedawi	Kefrayya	Meriata	
		Bazoon	El Dbabieh	Kfaraaka	Meshmesh	
		Bcharri	El Hakour	Kfaraaga	Meziara	
		Bdebah	El Howeish	Kfarabida	Mrah Sraj	
		Bebnine	El Humeirah	Kfarchlane	Qalhat	
		Bechmezzine	El Kantrah	Kfardlakouss	Qbayat	
		Beino	El Karkaf	Kfarfou	Rachiine	
		Beit El Hajj	El Korayat	Kfarhabou	Rahbeh	
		Beit Malat	El Koweishrah	Kfarhaida	Rasmaska	
		Bekaa Safine	El Nefisseh	Kfarhata	Rasmasqa	
		Berkayel	El Sfira	Kfarhatta	Rashhash	
		Bezzal	El Zawarib	Kfarhazir	Reshedbine	
		Bhanine	El-Borj	Kfarkahel	Safnet El Dreilb	
	Total	15				

## Appendix 11

### Municipal Progress Levels (Municipal Revenue System) - South Lebanon and Nabatieh

Stages	Received Technical Assistance (1)		Received Technical Assistance and Computer Equipment/Software						
	not applicable		7	8	9				
Description of Stage	Equipment Received Current or Previous	Technical Assistance Only (no equipment)	Data Collection		MRS Data Entry	Generating Taxpayer List (with MRS)			
South and Nabatieh	Ain Ibl (3)	Al Kharayeb	Aabba	Marwahine	Al Bisarieh	Aabra	Al Saksakieh	Jarjouaa	Qana
	Bint Jbeil (3)	Al Sawani	Aadsheet	Qlaywayeh	AL Khartoum	Aadaseh (3)	Al Salhieh	Jbaa	Qlayleh
	Harees ***	Al Tairi	Aaita Al Jabal	Rb Al Thalatheen	Al Khiam (3)	Aadloun	Al Sarafand	Jernaya	Qraieh
	Jibsheets (2)	Algermoq	Adsheets	Richaf	Al Manssouri	Aadousieh	Al Sharqieh	Jezzine	Rashaya Al Fokhar (3)
	Kfar Remman ***	Arzay	Al Baiad	Risheknanieh	Al Meidan	Aainata (3)	Al Taibeh (3)	Jwaya	Rmeish
	Kfarhamam (3)	Bquesta	Al Borghalieh	Saidoun	Al Rmadieh	Aaitaroun (3)	Al Wazzani	Kafra	Roum (3)
	Kfarshouba (3)	Dir Kifa	Al Boustan	Selaa	Ansarieh	Mazraat Moushref	Ansar	Kaoukaba (3)	Roumeen
	Mayss Al Jabal (3)	Ghassanieh	Al Halousieh	Shamaa	Arki	Dir Kanoun Rasse Al Ayne	Arabsaleem	Karkha	Sabbah
	Mleekh (3)	Haitoura	Al Henieh	Shoukeen	Bneafoul	Aaiteet	Bablieh	Kfarfalous	Saida
	Qsaybeh (2)	Jmeijmeh	Al Hmaire	Sini	Borj Al Shemali	Aalma El Shaab	Barasheet	Kfar Hatta	Sarba
	Syr al Gharbieh (2)	Loubieh	Al Jbine	Sirbeen	Borj Galaway	Aangoun	Barfeh	Kfar Melki	Shagra Wa Doubieh
		Mahroune	Al Khalwat	Tallousa	Borj Rahal	Aaramta (3)	Batoulieh	Kfar Tibneet	Shebaa
		Marwanieh	Al Qantara	Tayr Diba	Deir Al Zahrani	Aary	Beit Leef	Kfarsyre (2)	Shohour
		Mjeidl	Al Qawzah	Tayr Harfa	Dir amisse	Aayshieh (3)	Binwati	Kfardouneen	Shwayya (3)
		Nabatieh Al Fawqa	Arnoun	Yohmor	Kateen Wa Heedab	Aazour	Bkaseen (3)	Kfarfela	Snayya
		Safad El Bateekh	Arzoune	Zibken	Kfargarah	Ain Al Dilb	Borj Al Mulouk	Kfarhounieh	Soujoud
		Sfarieh	Bafleeh		Koutharieet Al Siyad	Ain Baal	Bramieh	Kfeir (2)	Sreefa
		Shiheene	Barishe		Moujadel	Ain Qenia (3)	Bteddine Al Loqsh	Khirbit Silm	Tayr Felsieh
		Zhalta	Beit Yahoun		Najjarieh	Aita Al Shaab (3)	Darb Al Seem	Lebaa	Tibneen
			Beni Hayan		Qaaqaaieh Al Sanawbar	Al - Shehabieh	Deir Antar	Maarakeh	Tifahta
			Bidiass		Qennareet	Al Aabassieh	Deir Meemas	Maaroub	Tyre
			Blat		Reemat Wa Shkadeef	Al Bazourieh	Deir Qanoun Al Naher	Maghdousheh	Wadi Jezzine
			Bleeda		Sidikine	Al Fardees (3)	Dibl (3)	Majdelloun	Yareen (3)
			Braiqaa		Tanboureet	Al Ghazieh	Dweir	Maknounieh	Yaroun (3)
			Deir Seryan		Tora	Al Hbarieh (3)	Habboush	Marj Al Zuhour (2)	Yater
			Dibal		Yanouh	Al Hlallieh	Hadatha	Markaba	Zibdeen
			Dirdghaya		Zeita	Al Homsieh	Haret Saida	Mashmousheh	Zowtar Al Gharbieh
			Froun			Al Kfour	Horouf	Mayfadoun	Zowtar Al Sharqieh
			Ghandourieh			Al Louaizeh	Hasbaya (3)	Meemes (2)	Zrarieh
			Hanaway			Al Maamarieh	Houla (3)	Mieh wa Mieh	
			Kouneen			Al Mary (3)	Houmeen Al Fawqa	Nabatieh Al Tahta	
			Majdl Silim			Al Naqoura	Houmeen Al Tahta	Qaaqaalet El Jisr	
			Majdzoune			Al Qlayaa (3)	Ibl Al Saqi (3)	Qabrikha	
			Maroun Al Raas			Al Rihan (3)	Jdeidet Marjaayoun (3)	Qaitouli	
<b>Total</b>	<b>11</b>	<b>19</b>	<b>50</b>		<b>27</b>	<b>131</b>			
						<b>Total Assisted South Lebanon and Nabatieh</b>			
									<b>238</b>

Note 1: Received technical assistance related to workshops, training, and support to enable use of standardized forms in budget preparation and execution.

Note 2: Received equipment under previous USAID project (7 municipalities)

Note 3: Received equipment from OMSAR during previous USAID project. (31 municipalities)

\*\*\* Received equipment during current project but not active and responsive.

## Appendix 12

### Municipal Progress Levels (Municipal Budget System) - South Lebanon and Nabatieh

Stages related to the use of the Municipal Budget System (MBS)								
Stages	10				11			
Description of Stage	Utilizing New Financial Procedures				Automated Budget Process			
South and Nabatieh	Aabba	Barteh	Kfargarah	Shoukeen	Aabra	Bkaseen	Qabrikha	
	Aadloun	Beit Leef	Kfarsyre	Sidikine	Aadaiseh	Borj Al Shemali	Qaitouli	
	Aadsheet	Beit Yahoun	Kfeir	Sini	Aadousieh	Bramieh	Qlayleh	
	Aaita Al Jabal	Beni Hayan	Khartoum	Sirbeen	Aainata	Deir Antar	Qraieh	
	Aaitaroun	Bidiass	Kouneen	Soujoud	Aaiteet	Deir Meemas	Rmeish	
	Aalma El Shaab	Bisarieh	Koutharieet Al Siyad	Tallousa	Aanqoun	Dibl	Roum	
	Adsheet	Blat	Majdl Silim	Tanboureet	Aaramta	Dweir	Saida	
	Ain Baal	Bleeda	Majdlzoune	Tayr Diba	Aary	Habboush	Sarba	
	Al - Shehabieh	Bneaaoul	Maknounieh	Tayr Felsieh	Aayshieh	Harouf	Shebaa	
	Al Baiad	Borj Al Mulouk	Marj Al Zuhour	Tayr Harfa	Aazour	Hasbaya	Shohour	
	Al Bazourieh	Borj Qalaway	Maroun Al Raas	Tora	Ain Al Dilb	Houla	Shwayya	
	Al Borghalieh	Borj Rahal	Marwahine	Yanouh	Ain Qenia	Houmeen Al Fawqa	Snayya	
	Al Boustan	Braiqaa	Mashmousheh	Yaroun	Aita Al Shaab	Houmeen Al Tahta	Sreefa	
	Al Halousieh	Bteddine Al Loqsh	Mazraat Moushref	Yohmor	Al Aabassieh	Ibl Al Saqi	Tibneen	
	Al Henieh	Darb Al Seem	Meemes	Zeita	Al Fardees	Jarjouaa	Tifahta	
	Al Hlallieh	Deir Al Zahrani	Mieh wa Miech	Zibqeen	Al Ghazieh	Jbaa	Wadi Jezzine	
	Al Hmaire	Deir Qanoun Al Nah	Moujadel		Al Hbarieh	Kafra	Yareen	
	Al Homsieh	Deir Seryan	Najjarieh		Al Kfour	Karkha	Yater	
	Al Jbine	Dibal	Qaaqaaieh Al Sanawbar		Al Louaizeh	Kfar Hatta	Zibdeen	
	Al Khalwat	Dir amisse	Qana		Al Maamarieh	Kfar Melki	Zowtar Al Gharbieh	
	Al Khiam	Dir Kanoun Rasse			Al Mary	Kfar Tibneet	Zowtar Al Sharqieh	
		Al Ayne	Qennareet					
	Al Manssouri	Dirdghaya	Qlaywayeh		Al Qlayaa	Kfardouneen	Zrarieh	
	Al Meidan	Froun	Rashaya Al Fokhar		Al Rihan	Kfarfela		
	Al Naqoura	Ghandourieh	Rb Al Thalatheen		Al Salhiech	Kfarhouneh		
	Al Qantara	Hadatha	Reemat Wa Shkadeef		Al Sarafand	Khiritbit Silm		
	Al Qawzah	Hanaway	Richaf		Al Sharqieh	Lebaa		
	Al Rmadieh	Haret Saida	Risheknanieh		Al Taibeh	Maarakeh		
	Al Saksakieh	Jdeidet Marjaayoun	Roumeen		Al Wazani	Maaroub		
	Ansarieh	Jernaya	Sabbah		Ansar	Maghdousheh		
	Arki	Jezzine	Saidoun		Arabsaleem	Majdelioun		
	Arnoun	Jwaya	Selaa		Bablieh	Markaba		
	Arzoune	Kaoukaba	Shamaa		Baraasheet	Mayfadoun		
	Bafieh	Kateen Wa Heedab	Shagra Wa Doubieh		Batoulieh	Nabatieh Al Tahta		
	Barishe	Kfarfalous	Tallousa		Binwati	Qaaqaalet El Jisr		
<b>Total</b>	<b>118</b>				<b>90</b>			



## Indicator A1

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY			
INTERMEDIATE RESULT 2.1:	Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.		
Indicator 2.1.1:	Municipalities have developed budget and planning capabilities and adopted modern information systems to facilitate communication with relevant central governmental agencies, and are providing constituent services effectively and fairly.		
Unit of Measure: Number of municipalities having installed equipment and developed standardized forms			
Source: MOIM and OMSAR document, municipal records, and procurement records.	Year	Planned (Cumulative Total)	Actual (Cumulative Total)
Indicator/Description: A total of 849 municipalities have received assistance from USAID and SUNY/CLD. Computer equipment has been provided to a total of 783 municipalities: 719 during the current program, 32 during a previous USAID assistance program, and 32 from OMSAR during a previous USAID project; in addition, 13 municipalities have functional equipment and systems from other sources. These 13 municipalities, and an additional 53 municipalities for a total of 66, have received technical assistance including: 1) workshops 2) computer and/or financial and administrative training 3) support for utilization of standardized forms in preparing and executing the budget.	2000	120	120
	2001	200	120
	2002	450	370
	2003	650	611
	2004	650	849*
*Total assisted includes 166 newly established municipalities that held council elections for the first time in May and June of 2004.			

## Indicator A2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY				
INTERMEDIATE RESULT 2.1:		Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.		
Indicator 2.2.1:		Regional and district governments have developed qualified personnel and appropriate information systems to provide technical assistance, coordinate procedures with other departments, and be able to disseminate relevant information to municipalities.		
Unit of Measure: Number of regional and district governments having installed systems and procedures		Year	Planned (Cumulative Total)	Actual (Cumulative Total)
Source: Regional and district government reports, surveys		2000	0	0
Indicator/Description: Six governorates (including the Beirut governorate located in the Beirut Municipality) and 20 administrative district units are utilizing the standardized procedures regarding citizens’ transactions.  Twenty-four of these units received equipment. One district unit is being administered through the governorate and the other district unit does not yet have the appropriate personnel to be trained.		2001	5	5
		2002	25	12
		2003	25	26
		2004	25	26

## Indicator A3

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY				
<b>INTERMEDIATE RESULT 2.3:</b>		Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.		
<b>Indicator 2.3.1:</b>		The key central oversight agencies: CIB, COA, and CSB have developed information systems relevant to managing central and local level human resources as well as the financial oversight functions. Central oversight agencies provide simplified financial requirements for government functions.		
<b>Unit of Measure:</b> Number of procedures that have been developed by the oversight agencies and disseminated to local governments.		<b>Year</b>	<b>Planned (Cumulative Total)</b>	<b>Actual (Cumulative Total)</b>
<b>Source:</b> Oversight agency records, studies		2001	3	3
<b>Indicator/Description:</b> 1) Initially SUNY/CLD expected to change only a few procedures as indicated in the planned total as of 2004. Instead, a comprehensive redesign and reengineering of municipal administrative and financial practices was completed. Specifically the budgeting procedures and processes were restructured and redesigned. As a result, countless procedures have been changed. The newly standardized procedures were adopted by the government and their use by all municipalities mandated in decrees issued by the Ministry of Interior and Municipalities (MOIM). 2) There are ten (10) municipalities that are subject to the oversight of the Civil Service Board (CSB). The CSB has mandated that these municipalities use the human resource management processes and systems developed by the Center. This involves numerous procedural changes.		2002	10	5
		2003	25	see description
		2004	25	see description

## Indicator A4

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY			
INTERMEDIATE RESULT 2.4:		Modernize and streamline the analytical, operating, and information systems of Parliament and key agencies to assist in the revival and reform of local government.	
Indicator 2.4.1:		Parliament is informed about various policy options, served by properly organized and qualified staff utilizing modern information systems; The Lebanese Parliament is able to study, debate, amend, and oversee government budget, and to exercise oversight over project implementation by government and other public authorities.	
Unit of Measure: Number of amendments or new laws affecting local government.			
Source: Lebanese Parliament records, reports		Year	<div>Planned (Cumulative Total)</div> <div>Actual (Cumulative Total)</div>
<b>Indicator/Description:</b> Most of the laws affecting good governance at the local level are being modified and amended during the process of debating and approving the budget. Decentralization law (municipal law), deconcentration law (regional government law), and electoral law are interconnected. Decisions made regarding one may impact laws in the other domains in multiple ways. A new proposed municipal law has been under consideration in the LP since 2002, and it is not expected that it will be approved until a new proposed electoral law is debated and finalized. Law #522 passed by the Lebanese Parliament mandates the creation of two new governorates: Akkar (formerly a district now to be a governorate), and Baalbeck El Hermel (formed from the Baalbeck and Hermel districts). In addition, several articles related to municipal financial transactions were approved in Budget Law #.583 dated April 23, 2004.		2001	<div>1</div> <div>0</div>
		2002	<div>3</div> <div>4</div>
		2003	<div>5</div> <div>5</div>
		2004	<div>5</div> <div>6</div>

